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Sales and Marketing Management

FEBRUARY 16, 1987 A BILL PUBLICATION THIRTY-FIVE DOLLARS

SURVEY OF SELLING COSTS

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SECTION II: METRO SALES COSTS

SECTION III: COMPENSATION

SECTION IV: SALES MEETINGS & SALES TRAINING

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1987

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1987 Survey of Selling Costs
February 16, 1987
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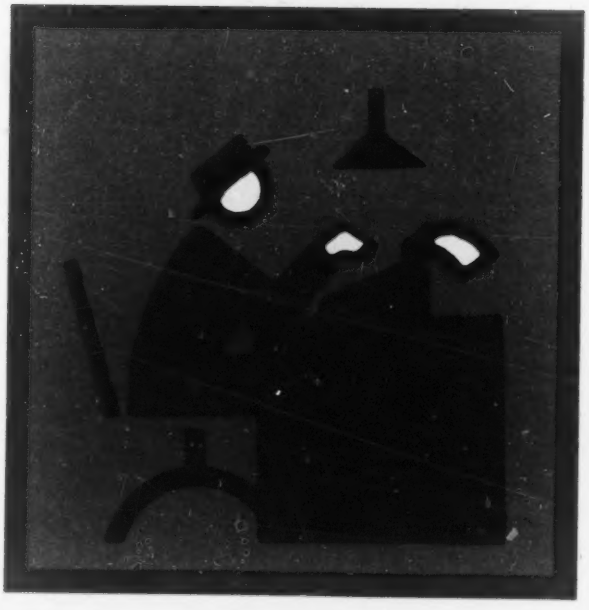


SURVEY FEATURE

From a reporter to a source: A new Survey of Selling Costs

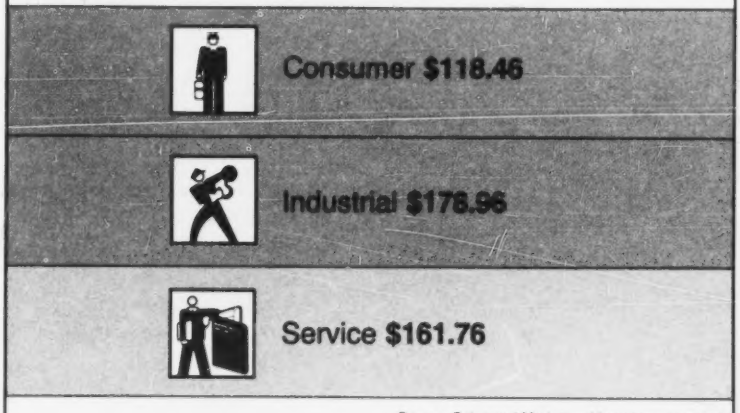
By Richard Kern, Editorial Director, S&MM Surveys

For 15 years now, S&MM's *Survey of Selling Costs* has been providing its readers with a distillation of the kind of cost-related data that managers, meeting planners, and budgeters need to keep them apprised of year-to-year changes in sales force operating costs. In addition to statistics on such direct expenditures as lodging, meals, auto rental, and compensation, the *Survey* provides data on incentives, meetings, training, transportation, and other related areas, all gathered from a number of different industry sources. The majority of statistics—those in Sections II, IV, and V—are produced through the joint efforts of S&MM and Technomic Consultants, the Bannockburn, IL-based market research company whose database is the source of the extensive metro sales costs statistics in Section II, as well as the sales meeting and incentive location data in Sections IV and V. The remainder of *SSC* data are gathered from producers of other types of sales force–related statistics, primarily those dealing with the areas of compensation and transportation.

In recent years, the number of organizations and publications reporting cost-related statistics has grown by leaps and bounds. Consequently, our list of data sources had expanded to a point where, in last year's *Survey* issue, nearly a dozen different consulting organizations and associations were listed as contributors. In addition to the data produced by S&MM and Technomic, we were also excerpting data from a wide array of companies,

TABLE I-1

Average cost per call by industry: 1986



Source: Sales and Marketing Management survey

TABLE I-2

Calculating call patterns

Type of Salesperson	Average Calls Per Day Terr. A	Terr. B	Est. Days In Field Per Year	Average Calls Per Year Terr. A	Terr. B
CONSUMER					
Range	3-6	2-4	187	561-1,122	374-748
Mean	4.5	3		841.5	561
INDUSTRIAL					
Range	3-5	2-4	187	561-935	374-748
Mean	4	3		748	561
SERVICE					
Range	4-8	2-5	187	748-1,496	374-935
Mean	6	3.5		1,122	654.5

Notes: **Territory A** is defined as a metro area where customers are concentrated and the salesperson can make multiple calls, or as a philosophy emphasizing a maximum number of calls. **Territory B** reflects a territory where customers are dispersed and more time is required between calls. **Estimated Days In Field Per Year** is based on 5 days x 52 weeks per year, less one day per week office/nonfield work, 6 holidays, and 15 days vacation/sick leave. **Mean** is the midpoint in each set of ranges.
Source: Sales and Marketing Management survey

TABLE I-3

Average direct sales costs

Type of Salesperson	Range & Mean Compensation	+	Range & Mean Field Expenses	=	Total Direct Sales Costs
CONSUMER					
Range	$21,000-$60,000		$ 7,833-$19,000		$28,833-$79,000
Mean	$40,500		$13,416		$53,916
INDUSTRIAL					
Range	$22,000-$90,000		$12,665-$30,000		$34,665-$120,000
Mean	$56,000		$21,332		$77,332
SERVICE					
Range	$18,000-$85,000		$12,007-$28,500		$30,007-$113,500
Mean	$51,500		$20,253		$71,753

Notes: The **Range** of Compensation and Expenses for the three types of salespeople (Consumer, Industrial & Service) was calculated from data collected by *Sales and Marketing Management* for two different levels of sales personnel, middle-level and top-level salespeople. Compensation data for the levels of sales trainee and sales supervisor were excluded from these calculations, since they do not technically involve "field" salespeople. **Compensation** includes base salary, commission, and bonus. **Field Expenses** include travel, entertainment, food, and lodging expenses.
Source: Sales and Marketing Management survey

such as Runzheimer International, Executive Compensation Service, PHH Group, and IVI Management Systems, as well as from a number of additional sources. Consequently, the resulting *Survey*, while comprehensive, was often plagued by conflicting statistics and a general unevenness, due to the wide variety of contributors. This year, however, a decision was made to redesign the *SSC*, moving it away from its previous incarnation as a collection of excerpted data and making it a more uniform and self-contained publication. By gathering data on compensation and transportation through surveys conducted in-house, this year's *Survey of Selling Costs* has achieved the rare distinction of being a *source* of, rather than a *reporter* of, sales cost data.

This change was not accomplished without some nail-biting and more than a few restless nights, however, since it is one thing to decide to become a data source, and quite another to actually go out and collect the necessary statistics. In the case of compensation data, for instance, a survey of S&MM's readers was conducted late last year that produced the current statistics highlighted in Tables III-1, III-2, III-3, and III-4, as well as the compensation and T&E data in Tables I-3 and I-4. The questionnaire was designed so that data could be gathered for Consumer, Industrial, and Service salespeople, replacing the old categories of Account Rep, Detail Salesperson, Sales Engineer, Industrial Products Salesperson, and Service Salesperson. With these data in hand, it was then possible to calculate a cost-per-call figure for each of the three industries by territory type (Table I-4), as well as an Average Cost-Per-Call by Industry (Table I-1), rather than the 3-industry average that appeared in previous years. It is felt that these new data, particularly as they pertain to cost-per-call figures, are far more useful to the *Survey*'s readers than the old categories, although in certain cases (such as the definitions of sales and sales-support personnel in Tables III-1 and III-2), some of the previously used parameters have been retained with slight alterations.

In the case of Call Patterns (Table I-2), the figures in this year's *Survey* were also adjusted to better reflect the Average Calls Per Day and Average Calls Per Year, and a simple explanation of the method used in the individual calculations has been added to the notes for each of the tables in Section I.

The only drawback concerning these newly gathered statistics is that some comparisons between current data and those of previous years cannot be made, as is the case with Tables III-1 and III-2. Here, statistics for the years 1980 through 1985 were supplied by Executive Compensation Service, and, consequently, they do not fall neatly in line with those gathered for 1986. We at S&MM do feel, however, that these totals are a more accurate reflection of salespeople's current compensation levels, since a more direct method was used to gather the data for this section. An indication of survey respondents by industry type can be seen by examining Table III-4, Total Selling Expenses for Selected Industries, although the industries listed here reflect only a portion of the total response.

Auto rental data, which was formerly supplied by Runzheimer International, was also gathered by S&MM this year, resulting in changes in the Auto Rental component of the Selling Cost Index (page 32). A more in-depth explanation of the procedure involved in calculating this figure can be found in the notes to Table VI-6, Daily Auto-Rental Rates by City and Region, which also contains—for the first time this year—a figure showing the Rental Cost Index (RCI) for each location. This figure shows at a glance which markets have auto-rental costs above or below the national average, a figure that comes

TABLE I-4

Cost per call by industry

Type of Salesperson	1986 Total Direct Sales Costs	Average Calls Per Year Territory A	Average Calls Per Year Territory B	Cost Per Call Territory A	Cost Per Call Territory B
CONSUMER					
Range	$28,833-$79,000	581-1,122	374-748	$25.69-$140.82	$38.55-$211.23
Mean	$53,916	341.5	561	$ 83.25	$124.89
INDUSTRIAL					
Range	$34,666-$120,000	561-935	374-748	$37.07-$213.90	$46.34-$320.85
Mean	$77,332	748	561	$125.48	$183.99
SERVICE					
Range	$30,007-$113,500	748-1,496	374-935	$20.06-$151.74	$32.09-$303.47
Mean	$71,753	1,122	654.5	$ 85.90	$167.78

Notes: The **Cost Per Call** range for each territory and type of salesperson is calculated by dividing the *lowest* figure in the range of **Total Direct Sales Costs** by the *highest* figure in the range of **Average Calls Per Year**, which equals the low end of the cost-per-call range. The *highest* figure in the range of **Total Direct Sales Costs** is then divided by the *lowest* figure in the range of **Average Calls Per Year**, resulting in the high-end figure for the range of **Cost Per Call**. The **Mean** is the midpoint in each set of ranges.
Source: Sales and Marketing Management survey

in very handy when deciding where to rent. For example, if a salesperson working the Midwest needs to rent a car to travel between Toledo, OH, Detroit, and Grand Rapids, MI, a quick check of the RCI reveals that rental costs in Toledo are a full 20% lower than those in Detroit and 3% lower than Grand Rapids. By doing a bit of careful preplanning, a substantial savings could be realized in this important cost component.

Another change in this year's *SSC* involves the inclusion of three so-called Mini-Features, each offering step-by-step instructions for the construction of unique budgets and indexes pertaining to sales costs, meetings, and sales call efficiency. The first, "A 16-step sequence for preparing a sales costs budget" (page 25), supplies readers with a convenient worksheet that allows them to break out the various components of selling, offering the opportunity for analysis of individual cost factors on a market-by-market basis.

The second feature, entitled "How to create your own Sales Call Efficiency Index in five easy steps" (page 28), compares data from two different metro markets listed in Table II-1, Selling Costs in 86 Major U.S. Markets. By examining the cost factors for the cities of Boston and Memphis individually, the article shows how an SCEI can be constructed that allows for the differences in these markets, resulting in a fairer evaluation of the relative performance of salespeople working in different territories. Here again, the necessary tables and calculations involved with building an SCEI are included, along with explanations of each step.

The third feature, "A step-by-step sequence for preparing a sales meeting budget" (page 30), offers meeting planners a way to compare cost factors for different markets through the construction of a meeting-site profile that lists costs for meals, lodging, coffee breaks, receptions, meeting rooms, hospitality suites, and other necessary information. The resulting total of combined hotel and supplementary costs can then be used to calculate a cost-per-person figure for a meeting function, as illustrated by the data pertaining to San Diego, the meeting site used in the accompanying example.

Also included in this year's *Survey* is a contributed feature entitled "Winning the sales pay battle" by Mark Blessington of Sibson & Co., a New Jersey–based consulting group that specializes in gathering data on sales compensation. In the article, Blessington discusses the recent trends in sales versus management pay increases and offers a program that uses sales force productivity ratios to chart return-on-investment as it relates to corporate compensation practices.

Finally, *Survey* readers may also notice a different look to this year's issue, an indication of our attempt to make *SSC* statistics easier to read and understand. The graphics and highlighting created by our hard-working production department serve to further enhance this all new *Survey of Selling Costs*, reflecting our sincere hope that a cleaner, more colorful, and better researched issue will make working with selling cost data a little bit easier and a lot more successful.

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SURVEY FEATURE

Winning the sales pay battle

Tired of having your sales compensation budget shredded by overzealous cost-cutting measures? Here's how to use sales force productivity ratios to chart ROI and beat back the corporate challenge!

By Mark Blessington,
Senior Consultant, Sibson & Co.

Sales managers today are under intense pressure to curb sales expenses, particularly those that concern compensation costs. Prior to the 1980s, generous increases in sales pay were often justified by strong sales volume growth and the explanation that such increases offset the variable pay risk incurred by salespeople. In many corporations, sales compensation was viewed as a relatively uncontroversial expenditure, since it was directly linked to a critical result. Sales managers could fend off tough scrutiny of their compensation budgets by saying that to be cheap in sales pay was to court financial disaster.

During this decade, however, the picture has changed drastically. Domestic and foreign competition has cut deeply into the rate of sales growth, and with profits being squeezed, it is the large expense items that are usually the first target for cuts. Since sales compensation is most often the largest single expense in the sales budget, it offers the most significant opportunity for quick-fix cost reductions. Today, a well-paid sales force tends to be viewed as an opportunity for cost cutbacks, rather than as a sign of success. Corporations are now less afraid of scrutinizing the sales budget, since poor sales performance has already become a reality for many companies. In such cases, the risk of cutting sales pay does not seem so great. In addition, the argument that greater opportunity should be provided is less relevant now, since there are a growing number of positions besides sales that receive variable pay. In short, the old reasons used to support regular sales pay increases do not hold up as well in today's very different marketing climate.

The pay increase gap

Proof that the old approach for winning increases in sales pay is not working can be seen in **Exhibit 1**. The gap between pay increases received by corporate management and those for salespeople has widened. On a cumulative basis from 1979 through 1985, total compensation increases for corporate management nationwide have been 16.5% above those for salespeople. The gap was particularly large in 1983, when the difference between management and sales was a full 9%.

It is unlikely that this erosion in sales pay is due to a lower return on a dollar invested in the sales force versus, say, that of corporate management, however. Increased competition put pressure on *all* parts of the organization, and certainly the sales force is no exception. But tougher competition tends to increase the sales force's prominence in the corporate marketing mix. Salespeople have to communicate increasingly finer points about their company's competitive advantage versus an ever-widening host of alternative suppliers. Also, many sales jobs have increased in scope and complexity during the 1980s: Sales forces have been consolidated through acquisitions and mergers; new products have been added; more promotions are being used; and such promotions are increasingly complex and demanding for both the salesperson and the customer.

Some of the gap in pay increases can be attributed to the variable component of sales pay, and as sales growth has declined, so have increases in sales pay. In addition, fewer managers are compensated through variable pay. Since variable pay is more formula-driven based on performance, there is more downward pressure on pay increases during periods of low performance. So while it can be argued that management pay should not have increased as much as it has, the significant finding remains that—relative to management—salespeople have consistently come up on the short end in the budget battle.

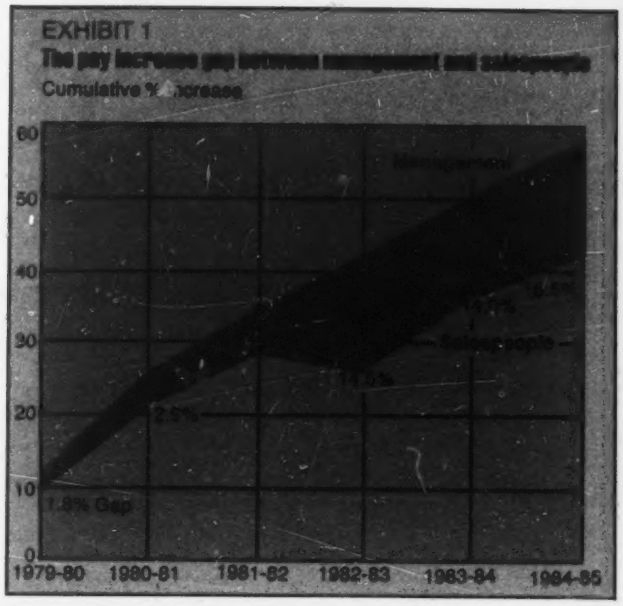
Competitive productivity

More often than not, the basic question involved in the budgeting process is, "What is the return offered by a particular investment?" In this kind of circumstance, how do sales managers prove that compensation for the sales force offers an attractive return? The key number missing from most sales force compensation analyses is that concerning competitive sales force productivity, or an industry's ratio of sales to selling expenses. Using this kind of measure to compare a company with the industry as a whole provides a better insight into the company's return on its sales force compensation dollar.

For example, the numbers shown below are for a Fortune 500 company that had traditionally placed a high value on its sales force but was considering a revision of its sales pay policy.

Avg. Salesperson's Total Compensation		
Company	Market	% of Market
$77,000	$55,000	140%

The company knew it had paid its sales force well, but managers were surprised to find that pay levels were 140% of the market. When company officials gathered competitive compensation data, however, they also investigated expense-to-sales ratios. While the industry yielded roughly $30 of sales for every dollar's worth of



selling expense, this company's sales force was able to produce almost $44, or 144% of the industry figure. From this perspective, sales management was able to successfully argue that its seemingly high compensation level was actually in line with sales force productivity.

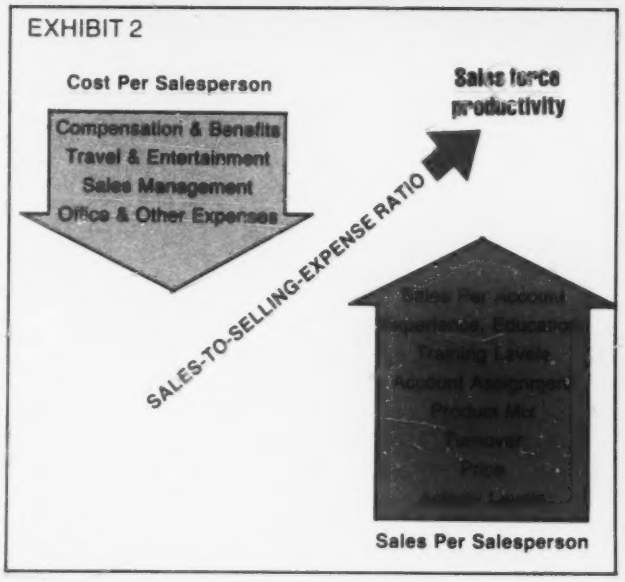
Managing productivity

As the sales and marketing process grows more and more complex, it is not enough to simply work toward higher productivity. The sales force described above provided no guarantee of continued high performance. Therefore, each of the components behind productivity must be examined and understood if real gains are to be made.

Simply put, there are two sides to the sales productivity equation that need to be managed: costs per salesperson and sales per salesperson. The factors that affect each side of the equation are shown in **Exhibit 2**. During the budgeting process, sales management will gain considerable confidence if it can describe the targeted levels of performance in each of these categories. In addition, the interaction among the various components of productivity must be understood. For example, if sales productivity is being hampered by high turnover rates or inadequate sales experience, costs per salesperson may need to be increased. It is frequently easier to improve productivity by increasing sales per salesperson than by decreasing costs—a 10% improvement in sales per salesperson has a much larger impact on productivity than a 10% reduction in selling expenses.

The compensation plan is a major tool for demonstrating how sales management is communicating its productivity objectives to the sales force. It should be made clear that higher levels of productivity in all strategic areas of performance result in higher rewards and that significant shortcomings in productivity yield considerably lower levels of compensation. Only when targeted productivity is delivered in all key areas should salespeople earn the targeted level of compensation.

Performance management and training/development programs can provide additional assurance that sales force productivity objectives will be met. A complete performance management program specifies the key dimensions of selling that will be reviewed with the sales management staff on a weekly or biweekly basis. Here, salespeople are evaluated in terms of their day-to-day performance, and corrective actions are agreed upon before problems become too large to overcome. Training and development efforts for the entire sales force then tie in to support those areas where salespeople are having the most difficulty reaching productivity targets.



A total program

Sales management has suffered some real losses in the recent budget battles over sales pay. Old approaches for presenting sales budget requests have proven ineffective, given today's lower rates of growth and the need to squeeze costs in all areas, including that of sales force compensation. Consequently, sales management must define its productivity relative to the specific industry at hand and present its budget recommendations in terms of total sales force productivity and the subcomponents of sales per salesperson and costs per salesperson. Further, specific targets need to be set for the year, and a total program for managing productivity that includes a compensation plan, performance management procedures, and training and development must be developed. These few steps will go a long way toward helping sales management win more sales pay budget battles and reverse the erosion in sales force pay relative to compensation levels in corporate management.

SURVEY FEATURE

A 16-step sequence for preparing a sales costs budget

How much are your salespeople spending each year? By using the accompanying worksheet to chart field expenses, compensation, and other costs on an annual per-metro basis, you can find out where the savings are.

By following this simple procedure (and using the accompanying worksheet), you can construct a territorial sales budget that breaks out the various components of selling, allowing for an easy analysis of individual cost factors. The bold-faced numbers below correspond to the columns and lines on the worksheet on the following page.

Columns:

1. List the **Major Metro Areas** that comprise your territory, using the listings from Table II-1, *Selling costs in major U.S. markets*.

2. Enter the **Projected Sales** for each individual metro.

3. For **Lodging**, estimate the number of nights to be spent in each metro and multiply by the Average Daily Lodging cost shown in Table II-1.

4. For **Food and Drink** costs, estimate the number of meals and drinks per day in each metro and multiply by the appropriate Meals and Cost of Two Drinks figures from Table II-1.

5. Auto Rental: If an auto is to be rented, multiply the number of days by the Per Diem Auto Rental rate listed in Table II-1, adding an average daily insurance rate of $8, and subtracting your company's discount (if any).

6. Estimate any additional **Miscellaneous Expenses** and enter them in this column.

7. Calculate **Entertainment** costs by multiplying the appropriate Meals and Cost of Two Drinks rates for each metro by the total number of customers or clients entertained.

8. Estimate any **Other Expenses**—air, train, or bus fares—that may be incurred in trips to the home office or to sales meetings or seminars.

9. Estimate **Promotional Expenses** by including totals for advertising, sales promotion, trade shows, meetings, etc., that will be charged to the territory.

10. Total the expenses for each metro across (columns 3 through 9) to arrive at **Total Metro Expenses**, and enter in column 10.

Lines:

11. Total the individual expenses for each vertical column (2 through 10) and enter here under **All-Metro Totals**.

12. Enter your **Projected Total Territory** *sales* on line 12, column 2 and the **Projected Total Territory** *expenses* for each of the seven estimated field sales expenses (columns 3 through 9).

13. Calculate the **Percent of Total** projected sales accounted for by the metros listed by dividing the All-Metro Total figure on line 11, column 2 by the Projected Total Territory sales figure on line 12, column 2. Then do the same for total individual expenses (line 11, columns 3 through 10) and enter on line 13.

14. Calculate the **Budgeted Salaries** of the territory's sales manager and staff salespeople and enter the total on line 14.

15. Enter the **All-Metro Total** for Total Metro Expenses (line 11, column 10). Note: Budgeted Salaries (line 14, column 2) and the All-Metro Total for Total Metro Expenses should be adjusted for any overhead—rent, utilities, or other staff expenses—that are charged to the sales division.

16. Add the Budgeted Salaries (line 14) and the All-Metro Total for Total Metro Expenses (line 15), which will give you a figure that comprises a majority of your **Actual Expenses**. Then subtract this figure from Projected Total Territory sales (line 12, column 2), which gives you the gross dollar return on sales in the territory's metros (Sales - expenses = return on sales). This gross dollar figure can then be converted to a percentage and compared to your company's targeted profit ratio, which tells you if your costs budget is on target. If it is not, analysis of the individual components may suggest areas for improvement. Note: If a territory is made up of largely nonmetro areas, this will be reflected in the **Percent of Total** figure on line 13, and adjustments can be made accordingly.

A 16-step sequence for preparing a sales costs budget

Estimated Field Sales Expenses

1. Major Metro Areas	2. Projected Sales	3. Lodging	4. Food and Drink	5. Auto Rental	6. Misc. Expenses	7. Entertainment	8. Other Expenses	9. Promotional Expenses	10. Total Metro Expenses
11. All-Metro Totals									
12. Projected Total Territory									
13. Percent of Total	%	%	%	%	%	%	%	%	%
14. Budgeted Salaries									
15. All-Metro Total									
16. Actual Expenses									

SURVEY FEATURE

How to create your own Sales Call Efficiency Index in five easy steps

The data in S&MM's *Survey of Selling Costs* can be used in many different ways to help evaluate the effectiveness of your salespeople in the field. One of these myriad uses involves the development of a customized **Sales Call Efficiency Index (SCEI)** that can monitor the relative efficiency of your field salespeople in their various territories. Because the *Survey*'s cost-related data are presented for different types of salespeople, selling situations, and territories, they are ideally suited for such a purpose.

In order to compare cost-per-call ratios of different sales territories equitably, variances between local markets must be considered. In the example provided here, two different metro markets—Boston (with above-average per-diem costs) and Memphis (with below-average per-diem costs)—are used to show how the construction of an SCEI can result in a fairer evaluation of the relative performance of the individual salespeople in each market. Some of the elements described in **Table I-9**, however, must be computed beforehand; and the columns for the three worksheets you will need to do this are diagrammed in **Tables I-5, 6, and 7**, followed by **Table I-8**, which contains territory concentration data. The various steps involved in gathering these statistics and building an index are explained briefly below:

TABLE I-5

Computing call patterns

Salesperson	Actual Calls Reported	Estimated Calls Per Year: Average Calls Per Day	Estimated Calls Per Year: Total Days In Field	Estimated Calls Per Year: Estimated Total Calls	Actual Or Estimated Calls Per Year

1. Computing call patterns (Table I-5). Preliminary information on your salespeople's call patterns can be gathered either by totalling the number of calls listed on the salesperson's call reports (and entered under Actual Calls Reported) or by multiplying the Average Calls Per Day by the number of days the salesperson spends in the field (Total Days In Field), which will give you an Estimated Total Calls figure. Whichever formula is used, the annual total for each salesperson should then be entered under Actual Or Estimated Calls Per Year.

TABLE I-6

Computing direct sales costs

Salesperson	Base Salary	+ Bonus or Commissions	+ Auto Expense	+ T&E Expenses	+ Other Expenses	= Total Direct Sales Costs

2. Computing direct sales costs (Table I-6). Unless management is keeping its own records of individual salespeople's salaries, company financial records will provide most of the necessary information on Base Salary and Bonus or Commissions paid. Data on Auto Expense, T&E (Travel & Entertainment) Expenses, and Other Expenses can usually be obtained from expense account reports or from the data contained in Section II, Metro Sales Costs. By adding all of these components, you will arrive at a figure that reflects the salesperson's annual Total Direct Sales Costs.

TABLE I-7

Computing per-call costs

Salesperson	Total Direct Sales Costs	÷ Actual Or Estimated Calls Per Year	= Unweighted Cost Per Call

3. Computing per-call costs (Table I-7). Using the summary data from Tables I-5 and I-6, you can now calculate an approximate cost-per-call figure for each salesperson by dividing Total Direct Sales Costs by the Actual Or Estimated Calls Per Year figure. If you want to make your sales force more aware of this critical ratio, you may want to redesign the format of your call reports so that individual salespeople can automatically compute their own cost-per-call each time they submit their weekly or monthly call reports.

TABLE I-8

Territory concentration factor

Standard Average Calls Per Day	Average Calls Per Day For Territory: 10	9	8	7	6	5	4	3	2	1
10	1.00	1.11	1.25	1.42	1.66	2.00	2.50	3.33	5.00	10.00
9	.90	1.00	1.12	1.28	1.50	1.80	2.25	3.00	4.50	9.00
8	.80	.88	1.00	1.14	1.33	1.60	2.00	2.66	4.00	8.00
7	.70	.77	.87	1.00	1.16	1.40	1.75	2.33	3.50	7.00
6	.60	.66	.75	.85	1.00	1.20	1.50	2.00	3.00	6.00
5	.50	.55	.62	.71	.83	1.00	1.25	1.66	2.50	5.00
4	.40	.44	.50	.57	.66	.80	1.00	1.33	2.00	4.00
3	.30	.33	.37	.42	.50	.60	.75	1.00	1.50	3.00
2	.20	.22	.25	.28	.33	.40	.50	.66	1.00	2.00
1	.10	.11	.12	.14	.16	.20	.25	.33	.50	1.00

4. Territory concentration factor (Table I-8). It is a well-known fact that no two territories are exactly alike, due to differences in geography, number and type of accounts, and industry concentration (or dispersal). Us-

ing the data in this table, you can compensate for this diversity by assigning "weights" to the average number of calls per day for the salesperson or territory in question. To do this, you must first develop an average number of calls per day for your entire sales force, with the resultant figure charted on the Standard Average Calls Per Day axis at the left of the table. Then, using the Territory Concentration Factor data—which show the statistical relationship between a set of common numbers—you can "equalize" the differences in the average number of sales calls in different territories. This procedure is explained in greater detail in the comparison of the Boston and Memphis metros that follows.

TABLE I-9

Building a Sales Call Efficiency Index

Territory/Metro	Total Direct Sales Costs	Calls Per Year	Unweighted Cost Per Call	Territory Concentration Factor (TCF)
Boston	$74,000	1,350	$54.81	0.71
Memphis	$59,200	850	$69.65	1.66

	Per Diem Index	Weighted Per Diem Index	SCEI Cost Per Call	Weighted SCEI Cost Per Call
Boston	134	0.75	$57.90	$69.12
Memphis	77	1.30	$56.67	$46.95

5. Building a Sales Call Efficiency Index (Table I-9). From the computations performed in steps 1 through 3, we have determined that the Memphis salesperson has Total Direct Sales Costs of $59,200 (using Table I-6) and makes 850 Calls Per Year (using Table I-5). The Boston salesperson, on the other hand, has Total Direct Sales Costs of $74,000 and makes 1,350 Calls Per Year. Thus, by dividing the Calls Per Year into the Total Direct Sales Costs for each salesperson (Table I-7), we arrive at an Unweighted Cost Per Call for Memphis of $69.65 ($59,200 ÷ 850 = $69.65) as opposed to $54.81 for Boston ($74,000 ÷ 1,350 = $54.81). At first glance, it appears that the Boston salesperson is managing expenses much better than the salesperson in Memphis. However, a fair evaluation of the relative performance of each salesperson must recognize that Boston and Memphis are two radically different markets. A first step toward developing a Sales Call Efficiency Index that will compensate for these differences involves finding the Territory Concentration Factor for the sales force as a whole, as well as for each of the salespeople in the territories involved.

Assuming that your sales force as a whole averages 5 calls per day, and using the Territory Concentration Factor table to chart this figure on the left-hand axis (Standard Average Calls Per Day), you find that the Average Calls Per Day For Territory (7 for Boston) show a TCF of 0.71, while Memphis (with an average of 3 calls per day) has a TCF of 1.66.

Next, record the Per Diem Index for each metro as listed in Table II-1, *Selling costs in 86 major U.S. markets*. Boston's Per Diem Index is 134, while Memphis's is 77. By dividing each of these numbers into 100 (the U.S. average Per Diem Index), you can produce a Weighted Per Diem Index for each metro—0.75 for Boston and 1.30 for Memphis—which is then entered in the next column.

With these data in hand, it is now possible to construct an SCEI Cost Per Call figure for each metro using the following equation:

$$\frac{\text{Total Direct Sales Costs} \times \text{Weighted Per Diem Index}}{\text{Calls Per Year} \times \text{Territory Concentration Factor}} = \text{SCEI Cost Per Call}$$

For Boston, the calculation would be:

$$\frac{\$74{,}000 \times 0.75}{1{,}350 \times 0.71} = \frac{\$55{,}500}{958.5} = \$57.90$$

For Memphis:

$$\frac{\$59{,}200 \times 1.30}{850 \times 1.66} = \frac{\$76{,}960}{1{,}411} = \$54.54$$

This reveals that, on an adjusted basis that allows for market differences, the SCEI Cost Per Call for Boston is $57.90, while in Memphis the figure would be $54.54. By using this formula, what was originally almost a $15 difference (in the Unweighted Cost Per Call) has been cut to only $3.36.

The SCEI Cost Per Call can then be further refined by allowing for differences in field sales expenses in the individual metros, producing a final Weighted SCEI Cost Per Call. By using the data in Table I-6 to separate the salesperson's compensation (Base Salary + Bonus or Commissions) from other expenses (Auto Expense + T&E Expenses + Other Expenses), we find that the Boston salesperson had a total compensation of $43,000 plus $31,000 in expenses, while the Memphis salesperson had a compensation/expenses split of $35,700 and $23,500. A Weighted SCEI Cost Per Call figure can then be calculated by multiplying each salesperson's expenses by the Weighted Per Diem Index and adding it to their compensation, then dividing the resulting total by the above-mentioned equation, Calls Per Year x Territory Concentration Factor, according to the following formula:

For Boston:

$$\frac{\$43{,}000 + (\$31{,}000 \times 0.75)}{1{,}350 \times 0.71} = \frac{\$66{,}250}{958.5} = \$69.12$$

For Memphis:

$$\frac{\$35{,}700 + (\$23{,}500 \times 1.30)}{850 \times 1.66} = \frac{\$66{,}250}{1{,}411} = \$46.95$$

The resulting totals reveal that the average cost of a sales call in Boston—once nearly $15 *lower* than that of Memphis—is actually more than $22 *higher* when territory concentration and field sales expenses have been properly factored in. This just goes to show that before you rely on the simple answer to the question of your salespeople's cost per call, remember that the subtle differences in markets and territories can often be deceiving.

A step-by-step sequence for preparing a sales meeting budget

Another way that the data from S&MM's *Survey of Selling Costs* can be utilized is in the construction of budgets for sales meetings. Many marketers know all too well about unexpected costs that can crop up at the last minute and ruin an otherwise smooth-running function, and it's often simply because a particular element was somehow overlooked. To guard against such an oversight, the following example is provided, which shows how a budget should be prepared for a two-day divisional sales meeting in San Diego, CA. The boldface numbers below correspond to the columns and lines on the accompanying worksheet.

Columns:

1. In this column, list the **City** or **Metro Costs** from the meeting destination listings in Table IV-4, *Sales meeting costs*, for the various elements listed on lines 5 through 10. In this example, the median rate for double-occupancy lodging is used ($85.00), as are the median rates for meals and other functions

2. By adding the percentage rate figure contained in Table II-3, *Meal and lodging tax rates*, to the figures in column 1, you can calculate the total **Cost Per Person** for each element. In this example, San Diego's 7% room tax should be added to the double-occupancy Lodging figure (column 1, line 5) and a 6% meal tax should be added to the Meals figures in column 1, line 6. Meal tax rates usually do not apply to Coffee Breaks or Cocktail Parties (lines 7 and 8).

3. Enter the total number of **Meeting Participants** here. In this example, a total of 55 people will be attending the meeting. *Note:* The number of participants may change according to the individual element.

4. In this column, enter the **Number of Times a Cost Is Incurred** by multiplying the number of days involved by the number of Meeting Participants, entering the total for each individual element (lines 5 through 10). In this example, even though 55 people will be attending the meeting, only 50 will require 2 nights' lodging, while the remaining 5 will require 1 night. Therefore, the number of times that Lodging costs will be incurred will be 105, or (50 people x 2 nights) + (5 people x 1 night) = 105.

11. In this column, enter the **Total Cost Per Element** by following steps 5 through 10.

Lines:

5. Total **Lodging** costs are calculated by multiplying the Cost Per Person figure in column 2 ($90.95) by the Number of Times a Cost Is Incurred figure in column 4 (105), entering the total on line 5, column 11. In this example, the formula would be $90.95 x 105 = **$9,549.75**.

6. Total **Meals** costs are then calculated by multiplying the Cost Per Person for individual meals under line 6, column 2 by the figure in column 4, and entering the totals under column 11. For San Diego, the formula would be as follows: Breakfast - $12.83 (column 2) x 110 (column 4) = **$1,411.30** (column 11); Lunch - $18.60 x 110 = **$2,046.00**; Dinner - $28.89 x 60 = **$1,733.40** (*Note:* Since there will be only one dinner during the course of the meeting, the Number of Times a Cost Is Incurred figure is reduced to 55, plus an additional 5 people invited as guest speakers, for a total of 60).

7. Since the meeting will end early in the afternoon of the second day, only three **Coffee Breaks** are planned. By multiplying the figure in column 2 ($4.25) by the figure in column 4 (3 x 55, or 165) we arrive at a line 7, column 11 total of **$701.25**.

8. Although the median rate for a 2-hour reception is $22.50/person, the meeting planner has decided on a 1-hour **Cocktail Party**, cutting the cost in half ($11.25/person). This figure has been entered on line 8, column 2 (Cost Per Person). By multiplying this figure by the figure in column 4 (in this case, 60), we arrive at a total expense of **$675.00**, which is then entered on line 8, column 11.

9. Since the meeting planner has reserved a block of

Hotel Costs:	1. City Metro Costs	2. Cost Per Person	3. Meeting Participants	4. No. of Times Cost Is Incurred	11. Total Cost Per Element
5. Lodging	$85.00	$90.95	55	105	$ 9,549.75
6. Meals					
Breakfast	12.10	12.83	55	110	1,411.30
Lunch	17.55	18.60	55	110	2,046.00
Dinner	27.25	28.89	60	60	1,733.40
7. Coffee Breaks	4.25	4.25	55	165	701.25
8. Cocktail Party	22.50	11.25	60	60	675.00
9. Meeting Room					—
10. Hospitality Suite					—
12. Subtotal for Hotel Costs					$16,116.70
Supplementary Costs:					
13. A-V Expenses					$292.00
14. Meals Away From Hotel	$15.45	$16.38	50	50	819.00
15. Transportation To and From Airport	5.50	5.50	50	100	550.00
16. Auto Rental					—
17. Transportation to Meeting Destination					11,050.00
18. Misc. Materials					1,450.00
19. Subtotal for Supplementary Costs					$14,161.00
20. Subtotal for Hotel Costs					$16,116.70
21. Total Costs					$30,277.70
22. Meeting Participants					55
23. Average Cost Per Participant					$550.50

rooms and will guarantee a sizable dollar total for meals functions, the hotel will, in this case, waive **Meeting Room** charges.

10. The cost of a **Hospitality Suite** has also been waived.

11. See entry No. 11 under **COLUMNS**, above.

12. By adding the totals in column 11 (Total Cost Per Element) for lines 5 through 10, you will arrive at a **Subtotal for Hotel Costs**, which should be entered on line 12, column 11.

13. In this case, the meeting planner will incur no **A-V Expenses** for the meeting session itself, since an overhead projector and screen are being furnished by the hotel. However, a large-screen TV and VCR are being rented for use by the dinner speakers, and this cost (**$292.00**) has been entered on line 13, column 11, according to the figures listed in Table V-4, *Audiovisual equipment rental costs*.

14. Dinner costs for the 50 out-of-town attendees (column 3) arriving the night before the meeting must be entered here. Dinner costs for San Diego ($15.45) can be found in Table II-1, *Selling costs in 86 major U.S. markets*. This figure (which should be entered on line 14, column 1) includes a 15% gratuity but does not include the 6% meal tax as listed in Table II-3, *Meal and lodging tax rates*, which, when added, brings the Cost Per Person (column 2) to $16.38. By multiplying this figure by 50 (column 4), we arrive at a total of **$819.00**, which is then entered under **Meals Away From Hotel** on line 14, column 11.

15. The total cost of **Transportation To and From Airport** for the 50 out-of-towners attending the meeting (column 3) should be calculated here. The one-way taxi fare for San Diego ($5.50) can be found in Table II-1 and should be entered on line 15, columns 1 and 2 (*Note:* These rates do not include tip). By multiplying the total from column 4 (100, or 2 x 50) by the figure in column 2, we arrive at a total of **$550.00**, which should then be entered on line 15, column 11.

16. In this example, since the attendees will be spending all of their time at the meeting, there will be no need for **Auto Rental**.

17. The corporate travel department has informed the meeting planner that coach fares for the 50 out-of-town attendees will total **$11,050.00**, which should be entered under **Transportation to Meeting Destination** on line 17, column 11.

18. The total cost of transparencies, printed workshop materials, awards, plaques, and other **Miscellaneous Materials** has been budgeted at **$1,450.00**.

19. By adding the totals in column 11 (Total Cost Per Element) for lines 13 through 18, you will arrive at a **Subtotal for Supplementary Costs**, which should then be entered on line 19, column 11.

20. Under column 11 on this line, enter the **Subtotal for Hotel Costs** from line 12, column 11.

21. Add the two subtotals on lines 19 and 20 to arrive at your **Total Costs**.

22. Under column 11 on this line, enter the total number of **Meeting Participants** from column 3.

23. Now divide your Total Costs on line 21 by the number of Meeting Participants on line 22, which results in the **Average Cost Per Participant**. By following this same procedure for other candidate cities, a meeting planner can discover which location will be more cost-effective.

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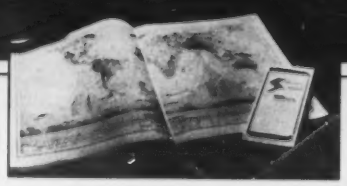

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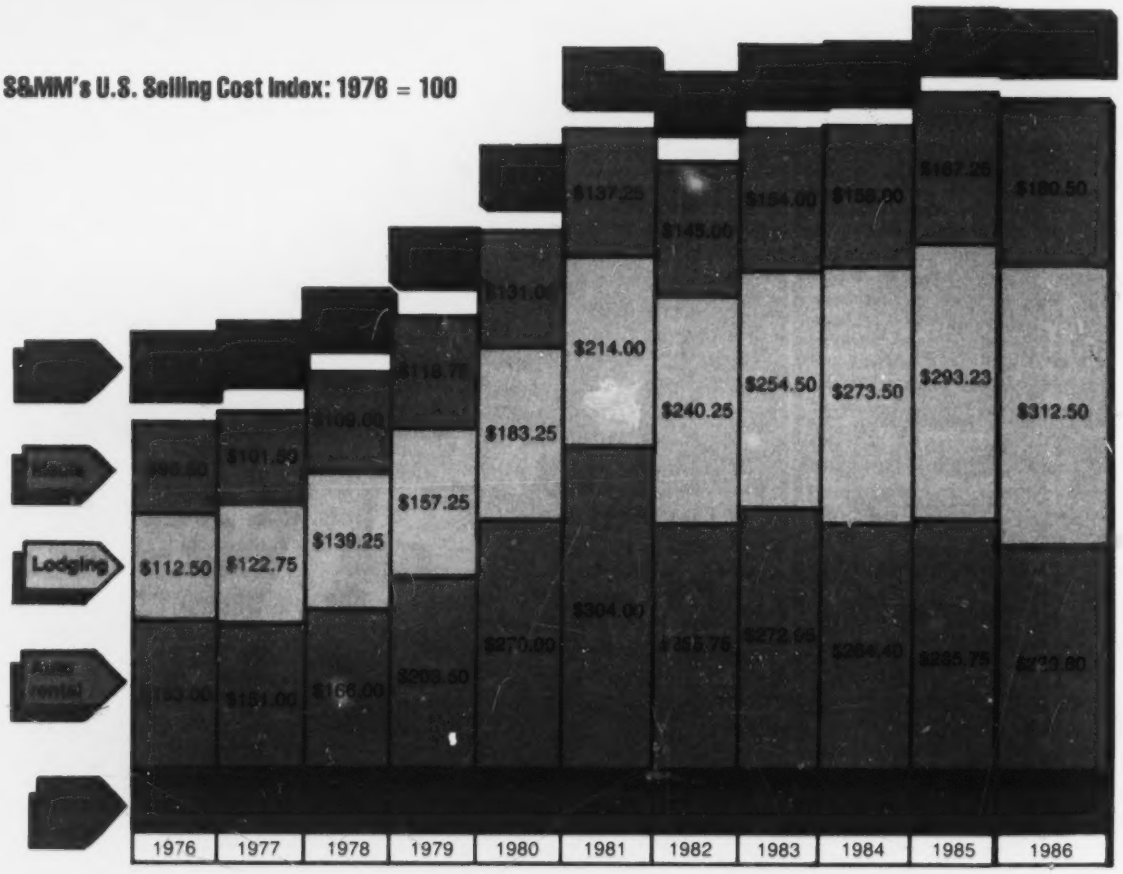
SURVEY FEATURE

The Selling Cost Index: Levelling off in '86



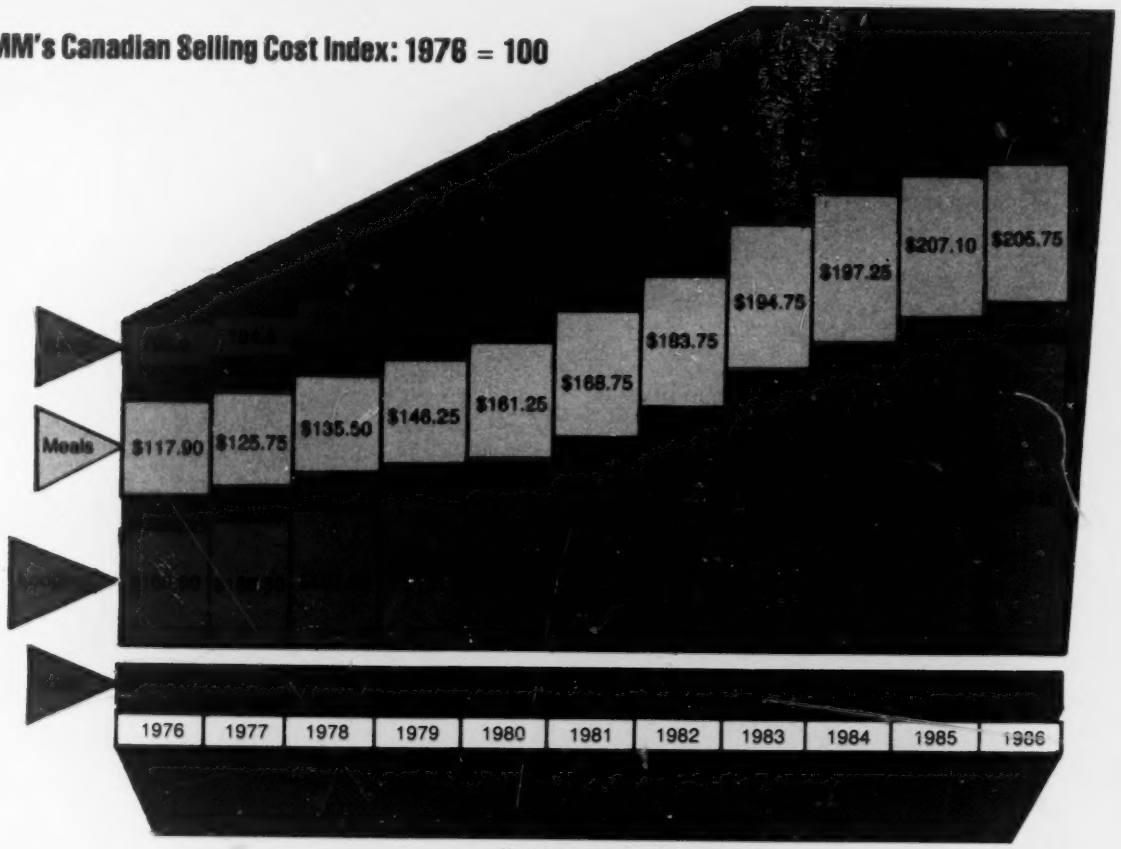
Source: Sales and Marketing Management *1987 Survey of Selling Costs*. Reproduction strictly prohibited.

This year, S&MM's patented Selling Cost Index (SCI), which charts field sales costs in the U.S., indicates that total costs in 1986—although down by 0.5% overall—were holding fairly steady. Increases were recorded in two of the three SCI components, but a decline in **Auto Rental** costs negated any overall gain. The cost of a week's **Meals** rose 7.9%, from $167.25 to $180.50, while **Lodging** costs increased from $293.23 to $3.2.50, a 6.6% gain. The rise in Meal costs this year can be partially attributed to a change in the amount of gratuity (15% rather than 12.5%) that is incorporated in 1986 figures, although basic costs have regularly increased between 3% and 5% in recent years. **Auto Rental** rates dropped by more than 15% in this year's totals, but here again, this decrease is reflective of a change in the method used in gathering rental data, rather than an indication of massive cuts in prices.

The **SCI** figure itself is calculated by multiplying the national averages (based upon the listings in Section II, Metro Sales Costs) for the three SCI components—**Meals**, **Lodging**, and **Auto Rental**—by 5 days (a typical week in the field), producing the individual weekly totals that are then added together, resulting in a combined weekly **Total** for the three basic selling costs. For 1986, the formula would be $180.50 + $312.50 + $229.80 = **$722.80**. The **SCI** is then calculated by dividing the 1976 base year **Total** ($361.00) into the subsequent weekly **Total**, producing the current year's SCI. For 1986, the calculation of $722.80 ÷ $361.00 produces an SCI of **200.2**, which indicates a drop of 0.5% from last year's total field sales costs. Over the last decade, however, we see that the SCI has risen by just over 100%, a fact that managers and budgeters should consider when making adjustments in their annual expense allowances for the sales force.

The Canadian Selling Cost Index: Room rates up

S&MM's Canadian Selling Cost Index: 1976 = 100



Note: All figures shown in Canadian dollars.
Source: Sales and Marketing Management's *1987 Survey of Selling Costs*. Reproduction strictly prohibited.

This year's Canadian SCI shows a reversal of last year's individual trends, as illustrated by changes in the figures for the Index's two components, **Meals** and **Lodging**. According to last year's CSCI, lodging costs rose only 1% between 1984 and 1985, while the cost of meals increased by 5%. This year, just the opposite is true.

Between 1985 and 1986, weekly **Meal** costs showed a decline of 0.6%, the first recorded drop since 1974, when the CSCI was instituted. **Lodging** costs, on the other hand, were up by 8.7%, the largest single-year increase since 1983. In spite of the drop in meal costs, **Total** weekly costs in 1986 rose to $611.25, a 5.4% increase over 1985's total of $580.10. Since **Auto Rental** figures for Canadian markets were unavailable, this component was not included in these calculations.

Changes in Canadian field selling costs

Component	1986	1985	% Change
Meals	$205.75	$207.10	−0.6%
Lodging	$405.50	$373.00	+8.7%
Total	**$611.25**	**$580.10**	**+5.4%**

Note: All figures shown in Canadian dollars.
Source: Sales and Marketing Management's *1987 Survey of Selling Costs*

Meal & lodging tax rates by metro market

Canadian Metro Area	Lodging Tax	Meal Tax
Calgary, AB	N.A.	N.A.
Montreal, PQ	N.A	10.0%
Ottawa, ON	5.0%	7.0
Toronto, ON	5.0	7.0
Vancouver, BC	7.0	7.0
Winnipeg, MB	6.0	6.0

N.A.—Not Available.
Source: Sales and Marketing Management survey

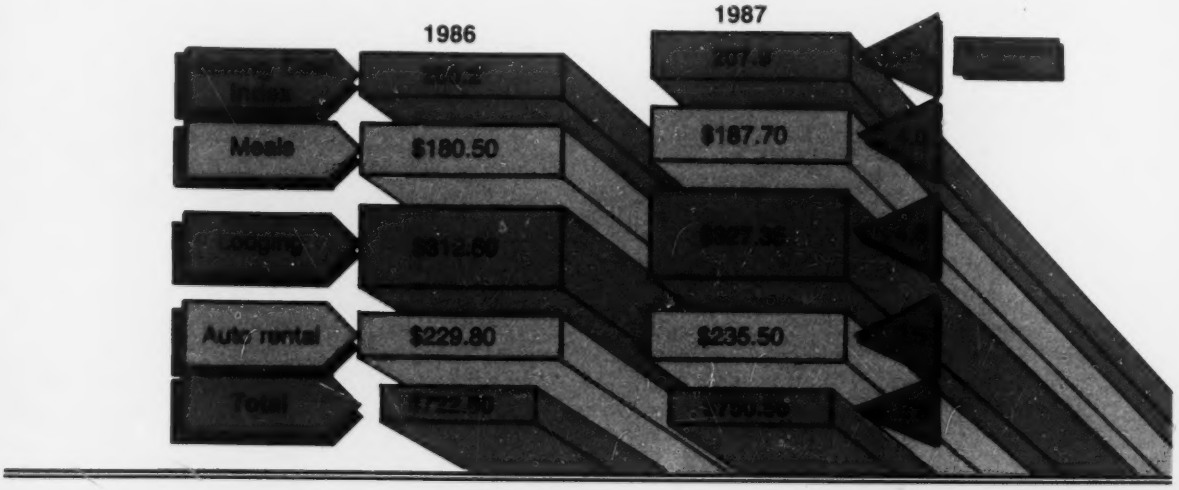
1987 projection of the Selling Cost Index: Moderate increases charted for weekly costs

Last year's predicted 3% rise in the **Selling Cost Index** turned out to be slightly off the mark—by about 3.5%—when comparing it to last year's *actual* percentage of change (a decline of 0.5%). Due to a change in the method used in collecting **Auto Rental** data for this year's *Survey* issue, this component of the SCI registered a drop of more than 15%, instead of increasing by 2%, as estimated in the 1986 projections. This was the largest single contributing factor to this year's reported decline in the SCI (page 32), although S&MM is predicting a 2.5% rise in the **Auto Rental** component between 1986 and 1987, now that this new methodology is in place.

Increases are also being projected for **Meals**, where the average weekly cost for field salespeople is expected to increase by 4%, from a 1986 figure of $180.50 to $187.70 by year's end. According to the National Restaurant Assn., this is partially due to an expected 3.4% increase in wholesale food prices, a 3.6% rise in labor costs, and a 3.2% increase in overhead expenses.

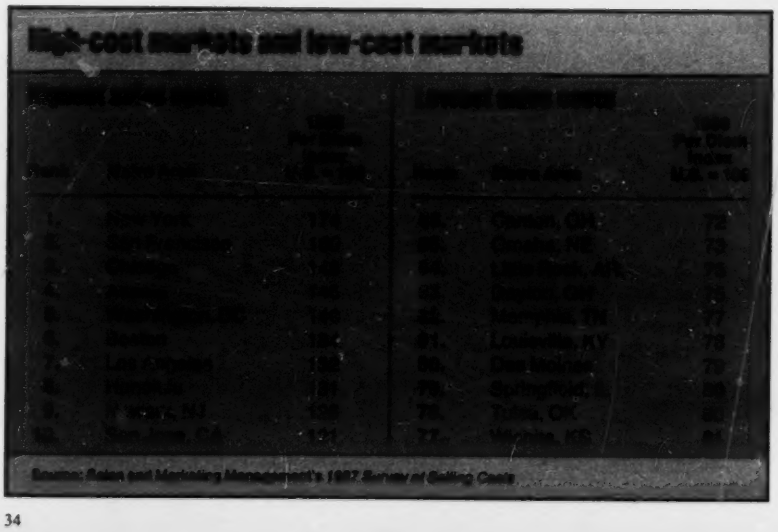
Lodging rates are also projected to increase slightly faster than the current rate of inflation, with the 1986-87 change charted at around 4.8%. According to the international accounting firm of Laventhol and Horwath, the room-vacancy situation that has plagued the industry in recent years has been steadily improving, a trend that should be reinforced by the new tax bill, which will reduce the tax incentives for builders of new hotel space. Rates in the Northeast may rise at a somewhat higher clip (7%-8%), since this region has not experienced an oversupply situation to the extent that places like Houston, Atlanta, and other Sunbelt locations have in recent years.

Overall, the estimated increase of 3.8% in this year's **Selling Cost Index** is a far cry from the double-digit increases that were recorded in the late seventies and early eighties and is in line with today's lower rates of inflation and a generally healthier economy.



Source: Sales and Marketing Management's *1987 Survey of Selling Costs*

High-cost markets and low-cost markets



Where sales costs are rising the fastest

Metro Area	Per Diem % Increase 1985-86	Per Diem % Increase 1984-85
San Antonio, TX	22.5%	– 0.3%
Atlanta	20.0	10.5
Detroit	18.6	4.5
San Jose, CA	17.6	11.3
New York City	16.1	3.7
Buffalo	15.6	2.1
Honolulu	15.1	16.5
Philadelphia	14.8	6.9
Nashville, TN	14.2	6.1
Hartford, CT	13.7	3.5
U.S.	7.1%	6.7%

Note: Although U.S. per diem costs (meals & lodging) rose 7.1% last year as opposed to 6.7% in 1985, selected metro areas showed increases significantly higher than the average.
Source: Sales and Marketing Management's *1987 Survey of Selling Costs*

Metro sales costs

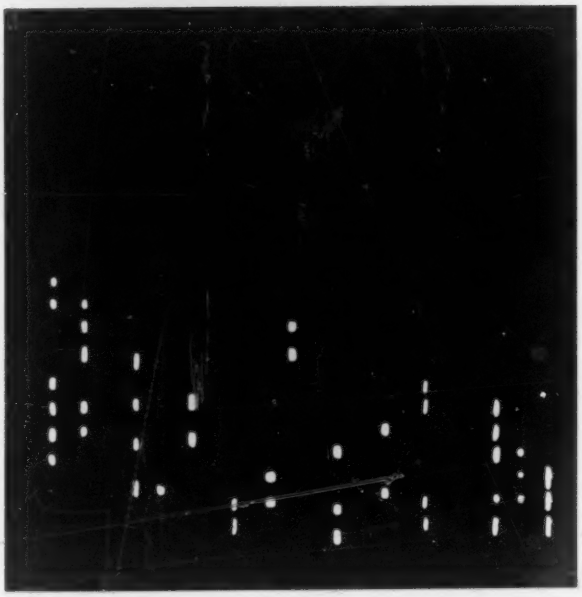


TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
ALABAMA								
Birmingham	Average $57.80 Range $38.00–$87.00	B $ 6.65 L $ 6.65 D $16.60	$ 87.70	10.5%	**94**	$5.90	Limo: None Taxi: $6.00 Dist.: 5 mi. NE Time: 15–20 min.	$43.30
ARIZONA								
Phoenix-Scottsdale	Average $60.70 Range $22.00–$170.00	B $ 5.70 L $ 7.30 D $14.95	88.65	5.3	**95**	5.50	Limo: $5.50 Taxi: $8.50 Dist.: 4 mi. SE Time: 10–15 min.	43.63
Tucson	Average $60.80 Range $31.00–$260.00	B $ 5.80 L $ 7.70 D $16.90	91.20	9.2	**98**	5.00	Limo: $6.75 Taxi: $12.00 Dist.: 10 mi. S Time: 20 min.	38.96
ARKANSAS								
Little Rock-North Little Rock	Average $47.25 Range $36.00–$64.00	B $ 3.60 L $ 5.50 D $13.35	69.70	-2.1	**75**	5.50	Limo: $3.00 Taxi: $4.50 Dist.: 3.5 mi. SE Time: 10–15 min.	46.98
CALIFORNIA								
Anaheim-Santa Ana	Average $65.45 Range $34.00–$126.00	B $ 4.60 L $ 9.68 D $14.95	94.70	11.0	**102**	5.50	Limo: $4.10 Taxi: $25.00 Dist.: 10 mi. S Time: 20–30 min.	45.99
Fresno	Average $46.85 Range $20.00–$75.00	B $ 5.60 L $ 9.20 D $17.70	79.35	2.6	**85**	4.50	Limo: None Taxi: $12.00 Dist.: 7 mi. NE Time: 15 min.	46.83
Los Angeles-Long Beach	Average $80.25 Range $49.00–$175.00	B $ 7.25 L $11.05 D $24.50	123.05	2.8	**132**	6.50	Limo: $6.30 Taxi: $25.00 Dist.: 15 mi. SW Time: 35–45 min.	44.65
Oakland	Average $71.70 Range $43.00–$114.00	B $ 5.55 L $ 9.40 D $17.30	103.95	9.9	**111**	5.50	Limo: None Taxi: $14.00 Dist.: 11 mi. SE Time: 10–15 min.	41.99
Oxnard-Ventura	Average $56.40 Range $20.00–$135.00	B $ 5.10 L $ 7.55 D $16.60	85.65	0.7	**92**	5.50	Limo: None Taxi: $5.50 Dist.: 1 mi. S Time: 5 min.	42.99

N.A.—Not Available

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal Costs:** A 15% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1985 to 1986 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the averaged daily rates of three major companies. All rates offer 100 miles free.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses.

Median is the dollar amount that has an equal number of responses above and below it.

Sources: Sales and Marketing Management; American Hotel Assn.: *1986–1987 Hotel & Motel Red Book*; Crampton Associates, Inc.: *How to Get From the Airport to the City All Around the World*, © 1986 Crampton Associates, Homewood, IL 60430.

TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Riverside-San Bernardino	Average $56.25 Range $41.00–$86.00	B $ 5.00 L $ 6.85 D $10.35	$ 78.45	11.0%	**84**	$5.25	Limo: None Taxi: $30.00 Dist.: 15 mi. NW Time: 20 min.	$43.99
Sacramento	Average $51.80 Range $26.00–$77.00	B $ 4.85 L $ 7.45 D $15.00	79.10	9.8	**85**	4.50	Limo: $5.50 Taxi: $21.00 Dist.: 11 mi. NW Time: 15–25 min.	41.66
San Diego	Average $66.20 Range $28.00–$125.00	B $ 6.35 L $10.20 D $15.45	98.20	5.8	**105**	4.50	Limo: None Taxi: $5.50 Dist.: 2 mi. NW Time: 5–10 min.	43.98
San Francisco	Average $86.50 Range $35.00–$200.00	B $13.05 L $14.10 D $35.25	148.90	9.7	**160**	9.00	Limo: $6.00 Taxi: $23.75 Dist.: 14 mi. S Time: 20–35 min.	42.66
San Jose	Average $81.00 Range $42.00–$160.00	B $ 6.10 L $ 9.40 D $16.55	113.05	17.6	**121**	5.50	Limo: None Taxi: $6.75 Dist.: 3 mi. NW Time: 10 min.	42.99
COLORADO								
Boulder	Average $59.00 Range $32.00–$97.00	B $ 6.00 L $ 7.65 D $13.25	85.90	11.2	**92**	5.50	Limo: None Taxi: $38.00 Dist.: 30 mi. NW Time: 45 min.	44.33
Denver	Average $74.05 Range $25.00–$185.00	B $ 7.35 L $ 8.75 D $17.05	107.20	11.3	**115**	6.00	Limo: $5.00 Taxi: $9.00 Dist.: 7 mi. NE Time: 15–20 min.	40.63
CONNECTICUT								
Bridgeport-Stamford-Norwalk-Danbury	Average $72.40 Range $41.00–$109.00	B $ 4.10 L $ 8.20 D $16.25	100.95	5.4	**108**	4.75	Limo: $5.00 Taxi: $5.90 Dist.: 4 mi. SE Time: 10 min.	43.45
Hartford-New Britain-Middletown-Bristol	Average $71.80 Range $29.00–$135.00	B $ 5.20 L $ 7.05 D $19.80	103.85	13.7	**111**	5.15	Limo: $5.00 Taxi: $18.00 Dist.: 14 mi. N Time: 15–25 min.	49.30
New Haven-Waterbury-Meriden	Average $57.70 Range $32.00–$80.00	B $ 4.95 L $ 6.30 D $18.00	86.95	9.0	**93**	5.25	Limo: None Taxi: $6.00 Dist.: 3.5 mi. SE Time: 15 min.	42.27
DELAWARE								
Wilmington	Average $73.30 Range $49.00–$95.00	B $ 5.10 L $ 6.95 D $15.85	101.20	6.4	**109**	4.75	Limo: None Taxi: $10.00 Dist.: 5 mi. SW Time: 20 min.	43.50
DISTRICT OF COLUMBIA								
Washington	Average $88.55 Range $49.00–$164.00	B $ 8.00 L $12.90 D $20.90	130.35	3.1	**140**	6.00	**National** Limo: $5.00 Taxi: $6.70 Dist.: 4 mi. S Time: 20 min. **Dulles** Limo: $10.00 Taxi: $30.00 Dist.: 26 mi. W Time: 45–60 min.	51.98

TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
FLORIDA								
Fort Lauderdale	Average $70.00 Range $30.00–$135.00	B $ 4.40 L $ 5.50 D $16.85	$ 96.75	5.9%	**104**	$5.00	Limo: $5.00[1] Taxi: $6.00 Dist.: 4 mi. S Time: 10 min.	$37.63
Jacksonville	Average $53.40 Range $24.00–$99.00	B $ 4.25 L $ 6.05 D $15.80	79.50	1.8	**85**	5.50	Limo: $8.00 Taxi: $19.00 Dist.: 17 mi. N Time: 30–40 min.	41.28
Miami-Hialeah	Average $77.61 Range $39.00–$135.00	B $ 5.95 L $ 9.00 D $18.60	111.15	6.2	**119**	7.25	Limo: $6.75 Taxi: $11.00 Dist.: 7 mi. NW Time: 30–40 min.	38.95
Orlando	Average $65.25 Range $42.00–$95.00	B $ 5.65 L $ 7.15 D $16.00	94.05	2.1	**101**	5.50	Limo: $10.00 Taxi: $13.00 Dist.: 10 mi. S Time: 15–20 min.	38.95
Tampa-St. Petersburg-Clearwater	Average $62.25 Range $24.00–$125.00	B $ 5.95 L $ 6.95 D $17.40	92.55	4.5	**99**	5.70	Limo: $3.50 Taxi: $10.00 Dist.: 5 mi. NW Time: 10–15 min.	37.30
West Palm Beach-Boca Raton-Delray Beach	Average $59.95 Range $29.00–$110.00	B $ 5.70 L $ 7.75 D $17.95	91.35	10.7	**98**	6.00	Limo: None Taxi: $7.00 Dist.: 3 mi. W Time: 15 min.	40.95
GEORGIA								
Atlanta	Average $92.45 Range $45.00–$139.00	B $ 6.25 L $ 9.10 D $28.80	136.60	20.0	**146**	6.50	Limo: $6.00 Taxi: $13.50 Dist.: 8 mi. SW Time: 20–30 min.	46.33
HAWAII								
Honolulu	Average $81.75 Range $30.00–$150.00	B $ 8.35 L $ 8.45 D $23.30	121.85	15.1	**131**	7.50	Limo: $5.00 Taxi: $8.50 Dist.: 4.5 mi. NW Time: 10–15 min.	45.96
ILLINOIS								
Chicago	Average $101.50 Range $58.00–$150.00	B $ 5.80 L $ 7.95 D $22.60	137.85	8.3	**148**	5.50	**O'Hare** Limo: $9.00 Taxi: $19.50 Dist.: 18 mi. NW Time: 45–65 min. **Midway** Limo: $8.00 Taxi: $14.50 Dist.: 10 mi. SW Time: 25–40 min.	46.96
Springfield	Average $46.95 Range $28.00–$105.00	B $ 5.00 L $ 6.85 D $16.00	74.80	12.0	**80**	3.75	Limo: None Taxi: $5.15 Dist.: 3 mi. N Time: 15 min.	47.98
INDIANA								
Indianapolis	Average $57.65 Range $24.00–$95.00	B $ 5.10 L $ 6.05 D $10.10	78.90	9.5	**85**	4.00	Limo: $8.50 Taxi: $7.25 Dist.: 7 mi. SW Time: 15 min.	42.63

[1]Minimum two passengers.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
IOWA								
Des Moines	Average $46.65 Range $23.00–$70.00	B $ 6.15 L $ 6.60 D $13.90	$ 73.30	4.3%	**79**	$5.00	Limo: None Taxi: $8.00 Dist.: 5.5 mi. SW Time: 15–20 min.	$37.63
KANSAS								
Wichita	Average $56.30 Range $28.00–$125.00	B $ 3.80 L $ 5.50 D $ 9.55	75.15	5.3	**81**	5.00	Limo: None Taxi: $7.50 Dist.: 6 mi. SW Time: 25–30 min.	40.62
KENTUCKY								
Louisville	Average $49.65 Range $24.00–$105.00	B $ 4.25 L $ 5.95 D $12.25	72.50	0.5	**78**	3.15	Limo: $4.50 Taxi: $9.50 Dist.: 5 mi. S Time: 15–20 min.	46.99
LOUISIANA								
New Orleans	Average $71.90 Range $29.00–$155.00	B $ 5.80 L $11.10 D $20.50	109.30	5.7	**117**	5.50	Limo: $7.00 Taxi: $18.00 Dist.: 14 mi. W Time: 30–40 min.	45.30
MARYLAND								
Baltimore	Average $63.75 Range $40.00–$115.00	B $ 6.90 L $ 7.80 D $16.50	94.95	1.8	**102**	5.15	Limo: $6.00 Taxi: $12.00 Dist.: 10. mi. SW Time: 30–40 min.	49.62
MASSACHUSETTS								
Boston	Average $91.80 Range $46.00–$145.00	B $ 4.30 L $ 9.50 D $19.00	124.60	8.1	**134**	5.00	Limo: $5.25 Taxi: $11.00 Dist.: 3 mi. NE Time: 30–40 min.	50.28
New Bedford-Fall River-Attleboro	Average $49.35 Range $37.00–$65.00	B $ 5.00 L $ 9.10 D $13.90	77.35	6.0	**83**	4.95	Limo: None Taxi: $5.00 Dist.: 2.5 mi. N Time: 15 min.	49.63
Springfield	Average $53.20 Range $42.00–$84.00	B $ 4.35 L $ 6.75 D $14.65	78.95	4.6	**85**	5.50	Limo: $6.00 Taxi: $23.50 Dist.: 18 mi. S Time: 30 min.	44.63
Worcester-Fitchburg-Leominster	Average $66.20 Range $48.00–$95.00	B $ 4.75 L $ 6.85 D $18.50	96.30	7.4	**103**	5.50	Limo: None Taxi: $8.00 Dist.: 5 mi. W Time: 20 min.	54.00

N.A.—Not Available

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal Costs:** A 15% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1985 to 1986 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the averaged daily rates of three major companies. All rates offer 100 miles free.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses.
Median is the dollar amount that has an equal number of responses above and below it.

Sources: Sales and Marketing Management; American Hotel Assn.: *1986–1987 Hotel & Motel Red Book*; Crampton Associates, Inc.: *How to Get From the Airport to the City All Around the World*, © 1986 Crampton Associates, Homewood, IL 60430.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
MICHIGAN								
Detroit	Average $66.00 Range $25.00–$165.00	B $ 7.00 L $ 9.65 D $22.60	$105.25	18.8%	**113**	$5.50	Limo: $7.00 Taxi: $22.50 Dist.: 19 mi. SW Time: 30–45 min.	$53.30
Grand Rapids	Average $50.00 Range $25.00–$76.00	B $ 4.70 L $ 8.25 D $14.90	77.85	3.3	**83**	5.70	Limo: None Taxi: $10.00 Dist.: 10 mi. SE Time: 20–25 min.	45.62
MINNESOTA								
Minneapolis-St. Paul	Average $72.90 Range $30.00–$129.00	B $ 6.65 L $ 9.60 D $16.65	105.80	8.4	**113**	5.30	Limo: $6.50 Taxi: $16.50 Dist.: 13 mi. SE Time: 20–30 min.	40.28
MISSOURI								
Kansas City	Average $60.60 Range $29.00–$135.00	B $ 5.35 L $ 8.05 D $14.25	88.25	7.5	**95**	5.00	Limo: $8.50 Taxi: $24.00 Dist.: 18 mi. NW Time: 35–50 min.	46.30
St. Louis	Average $61.60 Range $35.00–$93.00	B $ 5.75 L $ 9.35 D $16.10	92.80	0.9	**99**	5.00	Limo: $5.90 Taxi: $18.00 Dist.: 13 mi. NW Time: 20–30 min.	42.63
NEBRASKA								
Omaha	Average $42.90 Range $28.00–$75.00	B $ 5.75 L $ 7.30 D $12.05	68.00	0.3	**73**	3.50	Limo: None Taxi: $5.50 Dist.: 5 mi. NE Time: 5–10 min.	41.30
NEVADA								
Las Vegas	Average $58.25 Range $18.00–$100.00	B $ 3.85 L $ 8.40 D $15.25	85.75	0	**92**	5.00	Limo: $4.00 Taxi: $14.00 Dist.: 7 mi. S Time: 35–45 min.	42.63
NEW JERSEY								
Jersey City-Bergen-Passaic	Average $59.90 Range $39.00–$100.00	B $ 4.50 L $ 9.25 D $17.75	91.40	12.4	**98**	5.50	Limo: None Taxi: $20.00 Dist.: 9 mi. W Time: 40 min.	N.A.
Long Branch-Asbury Park	Average $56.00 Range $45.00–$82.00	B $ 7.20 L $ 6.90 D $18.80	88.90	7.1	**95**	5.00	Limo: None Taxi: $39.00 Dist.: 45 mi. NW Time: 60 min.	N.A.
New Brunswick-Perth Amboy-Sayreville	Average $77.20 Range $48.00–$114.00	B $ 4.35 L $ 5.55 D $17.35	104.45	5.9	**112**	5.00	Limo: $12.00 Taxi: $36.00 Dist.: 23 mi. NW Time: 40 min.	43.82
Newark	Average $81.60 Range $70.00–$109.00	B $ 5.75 L $ 7.25 D $22.65	117.25	11.7	**126**	5.90	Limo: 5.00 Taxi: $10.00 Dist.: 3 mi. S Time: 20 min.	53.99

N.A.—Not Available.

TABLE II-1 **Selling costs in 86 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
NEW MEXICO								
Albuquerque	Average $50.10 Range $16.00–$82.00	B $ 6.35 L $ 9.30 D $14.70	$ 80.45	8.4%	**86**	$7.50	Limo: $4.50 Taxi: $8.25 Dist.: 4.3 mi. SE Time: 15–20 min.	$42.63
NEW YORK								
Albany-Schenectady-Troy	Average $60.20 Range $34.00–$110.00	B $ 4.20 L $ 6.95 D $15.25	86.60	11.5	**93**	4.50	Limo: $4.90 Taxi: $9.90 Dist.: 10 mi. NW Time: 20 min.	44.98
Buffalo	Average $53.40 Range $29.00–$95.00	B $ 6.10 L $ 8.75 D $18.10	86.35	15.6	**93**	4.90	Limo: $5.00 Taxi: $13.00 Dist.: 8 mi. NE Time: 20–30 min.	45.98
Nassau-Suffolk (Long Island)	Average $65.55 Range $34.00–$91.00	B $ 5.55 L $10.50 D $20.90	102.50	11.4	**110**	6.00	Limo: (Varies Taxi: between Dist.: airport and Time: destination)	49.66
New York	Average $105.50 Range $72.00–$200.00	B $10.15 L $16.00 D $30.80	162.45	16.1	**174**	8.50	↑	53.31
							La Guardia Limo: $6.00 Taxi: $12.00 Dist.: 8 mi. NE Time: 20–40 min.	**Kennedy** Limo: $8.00 Taxi: $27.00 Dist.: 15 mi. SE Time: 35–60 min.	**Newark** Limo: $5.00 Taxi: $32.50 Dist.: 16 mi. SW Time: 30–45 min.
Rochester	Average $56.00 Range $23.00–$129.00	B $ 5.75 L $ 9.50 D $18.30	89.55	6.4	**96**	5.50	Limo: None Taxi: $8.50 Dist.: 5 mi. SW Time: 10–20 min.	48.65
Syracuse	Average $56.70 Range $26.00–$109.00	B $ 6.10 L $ 7.75 D $16.30	86.85	7.3	**93**	4.90	Limo: None Taxi: $11.00 Dist.: 9 mi. NE Time: 15–20 min.	45.99
NORTH CAROLINA								
Charlotte-Gastonia-Rock Hill	Average $53.40 Range $22.00–$105.00	B $ 6.55 L $ 7.45 D $15.50	82.90	-0.4	**89**	5.75	Limo: $4.20 Taxi: $10.00 Dist.: 8 mi. W Time: 20–25 min.	45.98
Greensboro-Winston-Salem-High Point	Average $54.65 Range $25.00–$95.00	B $ 4.80 L $ 8.70 D $15.95	84.10	8.8	**90**	5.60	Limo: $6.75 Taxi: $11.00 Dist.: 9 mi. W Time: 10–20 min.	44.98
OHIO								
Akron	Average $54.50 Range $25.00–$90.00	B $ 4.20 L $ 5.50 D $15.25	79.45	7.2	**85**	4.75	Limo: $10.25 Taxi: $27.00 Dist.: 15 mi. SE Time: 20–30 min.	56.99
Canton	Average $46.86 Range $26.95–$67.00	B $ 3.25 L $ 5.95 D $11.35	67.40	0.2	**72**	4.25	Limo: None Taxi: $14.00 Dist.: 10 mi. NW Time: 15–20 min.	56.99

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Cincinnati	Average $51.28 Range $27.00–$80.00	B $ 5.55 L $10.20 D $16.80	$ 83.85	8.2%	**90**	$5.25	Limo: $6.00 Taxi: $14.00 Dist.: 13 mi. SW Time: 20–30 min.	$40.66
Cleveland	Average $52.71 Range $30.00–$94.00	B $ 5.00 L $ 8.50 D $20.60	86.80	13.0	**93**	5.00	Limo: None Taxi: $16.00 Dist.: 10 mi. SW Time: 20–40 min.	54.33
Columbus	Average $51.50 Range $22.00–$85.00	B $ 5.30 L $ 7.40 D $18.90	83.10	8.0	**89**	5.00	Limo: $4.75 Taxi: $11.50 Dist.: 7 mi. E Time: 15 min.	51.33
Dayton-Springfield	Average $46.60 Range $28.00–$90.00	B $ 4.80 L $ 5.45 D $12.70	69.55	8.1	**75**	3.50	Limo: $7.00 Taxi: $11.50 Dist.: 12.5 mi. N Time: 20–25 min.	44.33
Toledo	Average $57.80 Range $34.00–$89.00	B $ 3.80 L $ 6.05 D $15.70	83.35	0.4	**90**	4.80	Limo: $13.00 Taxi: $24.00 Dist.: 17 mi. SW Time: 20–30 min.	43.99
OKLAHOMA								
Oklahoma City	Average $48.65 Range $21.00–$105.00	B $ 5.05 L $ 8.00 D $15.35	77.05	-0.4	**83**	5.70	Limo: $5.75 Taxi: $11.50 Dist.: 11 mi. SW Time: 15–25 min.	43.99
Tulsa	Average $52.13 Range $23.00–$130.00	B $ 4.10 L $ 5.30 D $13.15	74.70	3.7	**80**	5.50	Limo: $8.00 Taxi: $10.00 Dist.: 9 mi. NE Time: 20–30 min.	47.31
OREGON								
Portland	Average $63.68 Range $30.00–$135.00	B $ 4.90 L $ 5.80 D $14.50	88.90	3.8	**95**	4.00	Limo: $5.00 Taxi: $16.50 Dist.: 9 mi. NE Time: 25–30 min.	48.33
PENNSYLVANIA								
Harrisburg-Lebanon-Carlisle	Average $59.94 Range $32.00–$91.00	B $ 5.15 L $ 6.60 D $15.55	87.25	10.9	**94**	5.00	Limo: None Taxi: $14.50 Dist.: 9 mi. S Time: 45 min.	48.31
Philadelphia	Average $71.56 Range $47.00–$99.00	B $ 7.30 L $ 9.80 D $21.70	110.35	14.8	**118**	5.00	Limo: $5.00 Taxi: $14.00 Dist.: 8 mi. SW Time: 30–40 min.	49.33
Pittsburgh	Average $71.10 Range $49.00–$113.00	B $ 6.40 L $ 8.10 D $20.10	105.70	12.5	**113**	5.75	Limo: $7.50 Taxi: $27.00 Dist.: 14 mi. W Time: 35–40 min.	50.33
RHODE ISLAND								
Providence-Pawtucket-Woonsocket	Average $69.50 Range $43.00–$94.00	B $ 4.40 L $ 6.70 D $12.75	93.35	0.9	**100**	4.75	Limo: $5.75 Taxi: $14.00 Dist.: 7 mi. S Time: 15–20 min.	46.99

TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–1986	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
TENNESSEE								
Memphis	Average $45.00 Range $28.00–$66.00	B $ 4.25 L $ 7.40 D $15.15	$71.80	0.7%	77	$5.50	Limo: $5.00 Taxi: $15.00 Dist.: 9 mi. SE Time: 15–20 min.	$48.99
Nashville-Davidson	Average $52.80 Range $30.00–$83.00	B $ 5.50 L $ 8.95 D $19.60	86.85	14.2	93	6.00	Limo: None Taxi: $10.00 Dist.: 6 mi. SE Time: 20–25 min.	43.66
TEXAS								
Austin	Average $67.25 Range $44.00–$104.00	B $ 6.55 L $ 9.35 D $16.00	99.15	0.2	106	5.65	Limo: None Taxi: $6.50 Dist.: 4 mi. NE Time: 10–20 min.	46.65
Dallas	Average $64.86 Range $38.00–$135.00	B $ 5.15 L $10.00 D $21.15	101.15	4.8	108	7.50	Limo: $8.00 Taxi: $21.50 Dist.: 21 mi. NW Time: 25–40 min.	50.99
Fort Worth-Arlington	Average $50.56 Range $31.00–$90.00	B $ 6.55 L $ 8.10 D $13.50	81.50	1.7	87	5.00	Limo: $6.00 Taxi: $21.50 Dist.: 24 mi. NE Time: 30–40 min.	50.99
Houston	Average $67.21 Range $32.00–$160.00	B $ 6.40 L $ 9.70 D $16.90	95.20	1.1	102	5.40	Limo: $6.50 Taxi: $22.50 Dist.: 22 mi. N Time: 30–50 min.	47.66
San Antonio	Average $54.35 Range $30.00–$129.00	B $ 5.50 L $ 7.35 D $22.50	89.70	22.5	96	7.00	Limo: $5.00 Taxi: $10.75 Dist.: 8 mi. N Time: 15–20 min.	45.33
UTAH								
Salt Lake City-Ogden	Average $51.55 Range $26.30–$95.00	B $ 5.70 L $ 6.70 D $13.90	77.85	0.1	83	3.75*	Limo: None Taxi: $8.75 Dist.: 6 mi. NW Time: 15–20 min.	49.31
VIRGINIA								
Norfolk-Virginia Beach-Newport News	Average $57.50 Range $26.00–$145.00	B $ 4.75 L $ 6.20 D $17.30	85.75	5.1	92	5.00	Limo: $4.75 Taxi: $14.00 Dist.: 6 mi. NE Time: 15–25 min.	47.99
WASHINGTON								
Seattle	Average $72.20 Range $30.00–$180.00	B $ 5.60 L $ 8.35 D $15.50	101.65	4.5	109	5.25	Limo: $5.00 Taxi: $23.00 Dist.: 13 mi. S Time: 20–30 min.	48.66
WISCONSIN								
Milwaukee	Average $54.10 Range $25.00–$100.00	B $ 5.45 L $ 7.60 D $13.80	80.95	2.5	87	5.00	Limo: $6.50 Taxi: $16.00 Dist.: 7 mi. S Time: 15–25 min.	47.99

*In Salt Lake City, only private clubs may serve mixed drinks. In public restaurants, drinks may be purchased via a pour-your-own minibottle plus a setup fee.

TABLE II-2 Selling costs in major Canadian markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1985–86	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Calgary, Alberta	Average $76.40 Range $36.00-$120.00	B $5.95 L $7.80 D $12.30	$102.45	2.2%	89	$6.25	Limo: $5.00 Taxi: $15.00 Dist.: 5 mi. NE Time: 30 min.	N.A.
Montreal, Quebec	Average $87.25 Range $34.00-$160.00	B $7.00 L $14.65 D $18.00	126.90	2.6	111	9.55	Limo: $6.00 Taxi: $19.00 Dist.: 14 mi. W Time: 20–30 min.	N.A.
Ottawa, Ontario	Average $74.00 Range $50.00-$125.00	B $6.70 L $9.45 D $18.55	108.70	10.1	95	6.30	Limo: $4.50 Taxi: $14.50 Dist.: 5 mi. S Time: 20–30 min.	N.A.
Toronto, Ontario	Average $92.20 Range $55.00-$137.00	B $8.35 L $9.40 D $17.70	127.65	9.6	111	6.50	Limo: $7.00 Taxi: $20.00[1] Dist.: 18 mi. NW Time: 30–45 min.	N.A.
Vancouver, British Columbia	Average $91.00 Range $47.00-$190.00	B $8.25 L $11.60 D $20.00	130.85	9.7	114	8.75	Limo: $5.75 Taxi: $15.00 Dist.: 11 mi. SW Time: 30–40 min.	N.A.
Winnipeg, Manitoba	Average $65.70 Range $34.00-$125.00	B $6.00 L $7.55 D $12.40	91.65	– 1.7	80	8.05	Limo: $7.00 Taxi: $7.00 Dist.: 4 mi. W Time: 15 min.	N.A.

*In Canadian dollars.
[1]Represents fare for four riders.

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TABLE II-3 Meal & lodging tax rates by metropolitan market

U.S. Metro Area	Lodging Tax	Meal Tax
Akron	11.5%	5.5%
Albany-Schenectady-Troy	10.0	7.0
Albuquerque	9.756	4.7
Anaheim-Santa Ana	8.0	6.0
Atlanta	8.0	5.0
Austin	11.0	6.125
Baltimore	12.0	5.0
Birmingham	7.0	7.0
Boston	9.7	5.0
Boulder	9.2	5.85
Bridgeport-Stamford-Norwalk-Danbury	7.5	7.5
Buffalo	11.0	8.0
Canton	11.0	5.0
Charlotte-Gastonia-Rock Hill	7.5	4.5
Chicago	10.25	8.0
Cincinnati	10.0%	5.5%
Cleveland	12.5	6.5
Columbus	11.5	5.5
Dallas	9.0	6.0
Dayton-Springfield	12.0	6.0
Denver	11.7	7.2
Des Moines	11.0	4.0
Detroit	10.0	4.0
Fort Lauderdale-Hollywood-Pompano Beach	7.0	5.0
Fort Worth-Arlington	11.0	5.25
Fresno	9.0	6.0
Grand Rapids	7.0	4.0
Greensboro-Winston-Salem-High Point	8.0	5.0
Harrisburg-Lebanon-Carlisle	6.0	6.0
Hartford-New Britain-Bristol-Middletown	7.5%	7.5%
Honolulu	9.0	4.16
Houston	11.0	6.125
Indianapolis	10.0	6.0
Jacksonville	9.0	5.0
Jersey City-Bergen-Passaic	6.0	6.0
Kansas City	9.725	7.0
Las Vegas	7.0	5.75
Little Rock-North Little Rock	7.0	7.0
Long Branch-Asbury Park	6.0	6.0
Los Angeles-Long Beach	11.0	6.5
Louisville	9.2	5.0
Memphis	12.75	7.75
Miami-Hialeah	10.0	5.0
Milwaukee	11.0	5.0
Minneapolis-St. Paul	9.0	6.0
Nashville-Davidson	11.75	7.75
Nassau-Suffolk (Long Island)	8.0	8.25[1]
New Bedford-Fall River-Attleboro	5.7	5.0
New Brunswick-Perth Amboy-Sayreville	6.0	6.0
New Haven-Waterbury-Meriden	7.5	7.5
New Orleans	11.0	9.0
New York	13.25 (Plus $2 Surcharge)	8.25
Newark	7.0	6.0
Norfolk-Virginia Beach-Newport News	7.0	8.0
Oakland	8.0	6.5
Oklahoma City	7.25	5.25
Omaha	8.0	5.0
Orlando	8.0	5.0
Oxnard-Ventura	9.0	6.0
Philadelphia	11.0	6.0
Phoenix-Scottsdale	7.7	6.0
Pittsburgh	9.0	6.0
Portland	7.0	—
Providence-Pawtucket-Woonsocket	10.0	6.0
Riverside-San Bernardino	8.0	6.0
Reno	7.0	6.0
Rochester	10.0	7.0
Sacramento	10.0	6.0
St. Louis	9.85	7.0
Salt Lake City-Ogden	9.85	5.75
San Antonio	11.0	6.0
San Diego	7.0	6.0
San Francisco	11.0	6.5
San Jose	8.0	7.0
Seattle	12.9	7.9
Springfield, IL	10.0	7.0
Springfield, MA	5.7	5.0
Syracuse	10.0	7.0
Tampa-St. Petersburg-Clearwater	8.25	5.25
Toledo	12.0	5.5
Tucson	8.0	7.0
Tulsa	11.25	6.25
Washington, DC	10.0 (Plus $1 surcharge)	8.0
West Palm Beach-Boca Raton-DelRay Beach	7.0	5.0
Wichita	10.0	5.0
Wilmington	6.0	—
Worcester-Fitchburg-Leominster	9.7	5.0

Note: Tax rates are for the first city in a given metro area. Suburban areas may vary.
[1]Average for establishments polled by S&MM. Rates may vary slightly among the townships in the two counties.

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Compensation

Definitions of sales personnel

Sales trainee: Anyone at an entry level who is in the process of learning about the company's products, services, and policies in preparation for a regular sales assignment.

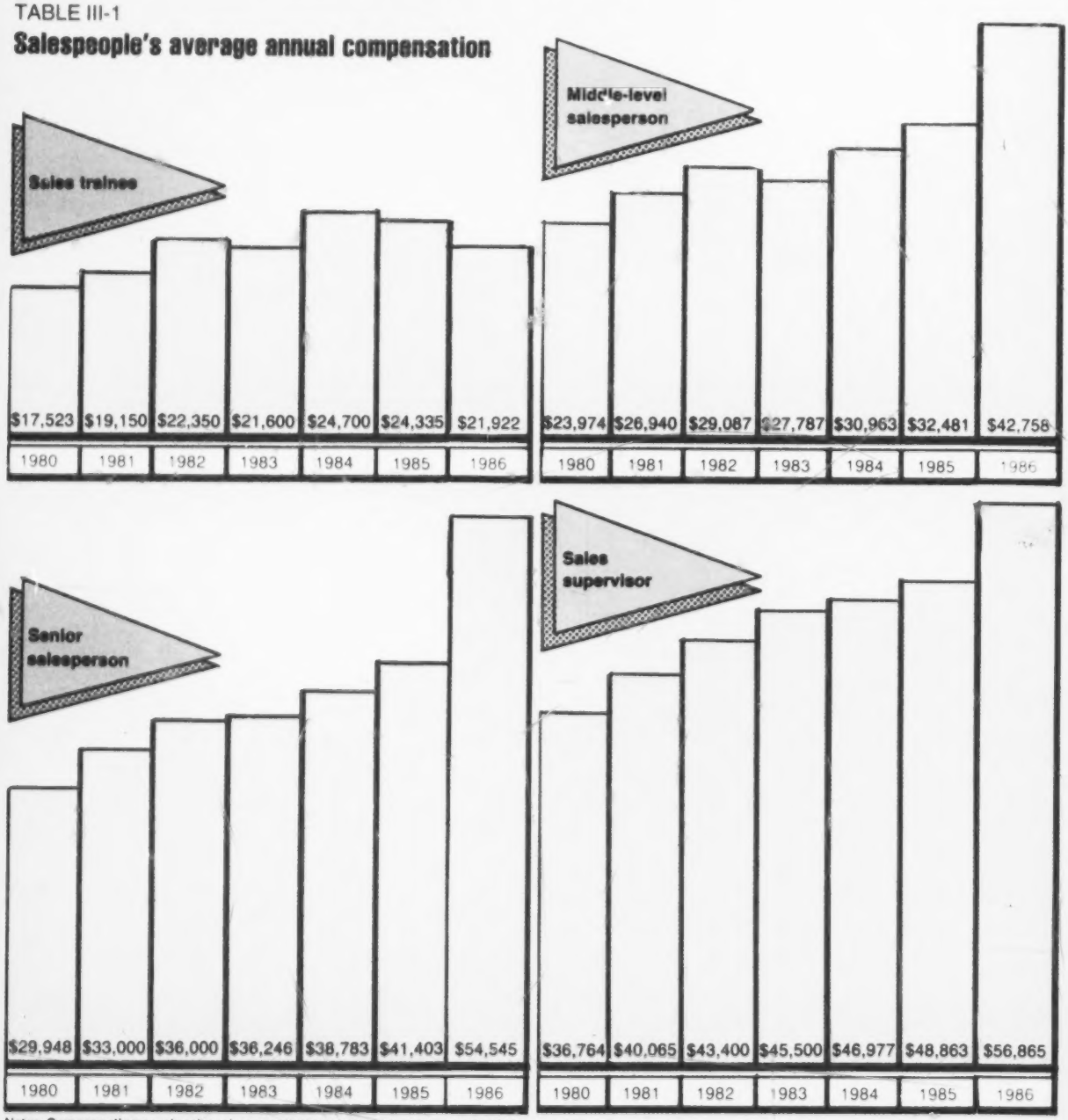
Middle-level salesperson: A "regular" salesperson with selling experience ranging from a beginner, who primarily contacts already-established customers and accounts, to more experienced field sales personnel, who have a broad knowledge of products and/or services and are selling in established territories as well as developing new prospects.

Top-level salesperson: A salesperson at the highest level of selling responsibility who is completely familiar with the company's products, services, and policies. A salesperson at this level usually has many years of experience and is assigned to a company's major accounts or territories.

Sales supervisor: A veteran who, due to his ability and experience, leads others. Although his primary function is to direct the activities of the sales force (and in some cases, to train salespeople), he may also retain certain key accounts.

TABLE III-1

Salespeople's average annual compensation



Notes: **Compensation** equals salary plus commissions and incentives but excludes T&E (travel and entertainment) expenses. Figures for the years 1980-85 apply to consumer goods, industrial goods, and "other," that is, insurance, transportation, utilities, and services, and represent medians as calculated by Executive Compensation Service, a subsidiary of the Wyatt Co. Figures for 1986 represent averages compiled by *Sales and Marketing Management* in a survey of consumer, industrial, and service companies. CAUTION: Due to this new benchmark, comparisons between 1986 and previous years should not be made, since the methods involved in gathering these data differ.

Definitions of sales-support personnel

Level I - Basic: Performs assigned tasks using established procedures that require little evaluation. Generally reports to a supervisor.

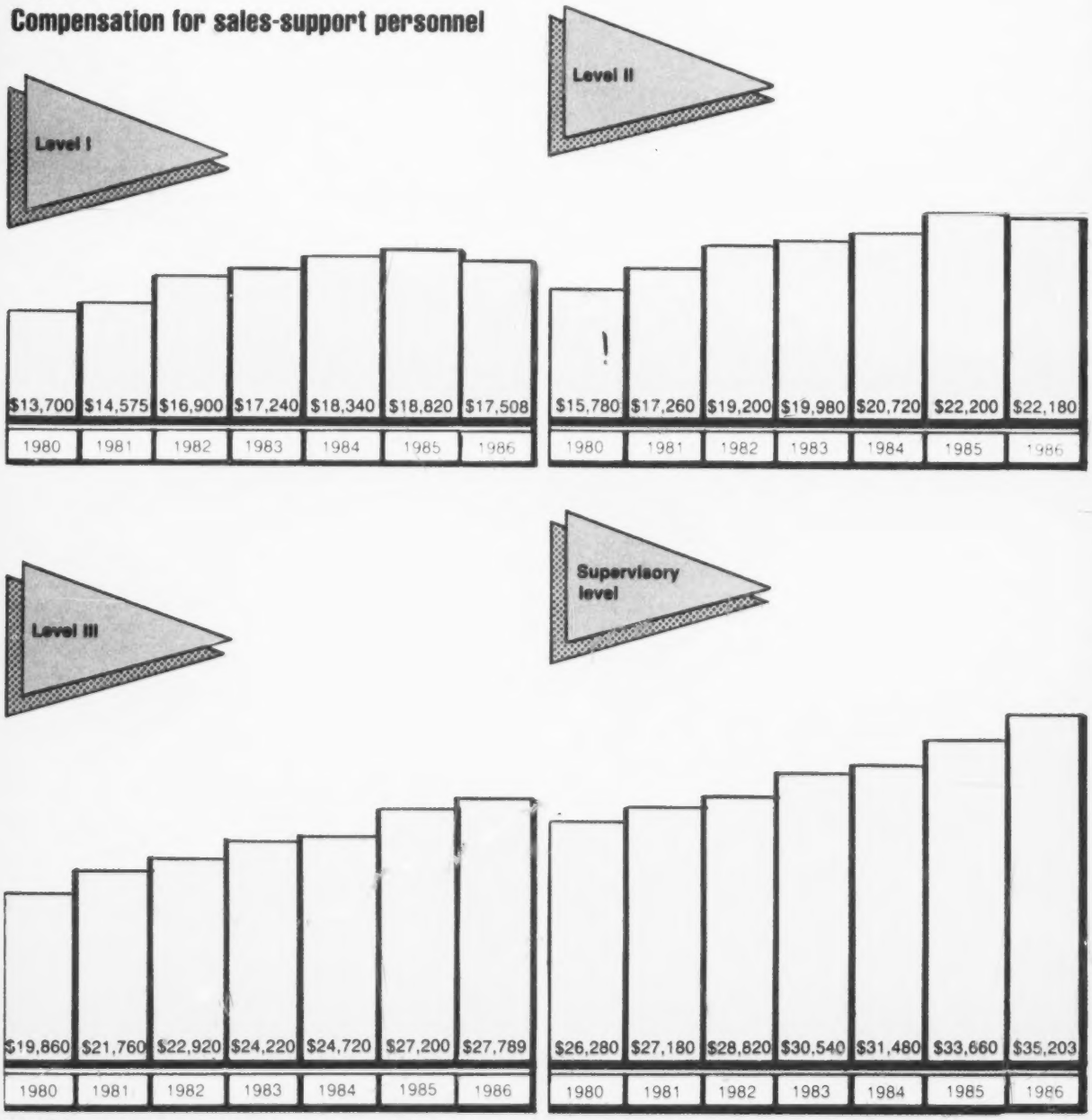
Level II - Intermediate: A worker who performs tasks involving limited responsibilities and standard procedures. Some originality is called for, although evaluation by supervisory personnel is still required.

Level III - Highest nonsupervisory: Expected to exercise considerable originality and, in some cases, make evaluations. Personnel at this level also assist in training and supervision of Level I employees.

Level IV - Supervisor: This individual's primary job is to direct others, assigning tasks and making evaluations. He also consults with superiors on more complex phases of assigned work.

TABLE III-2

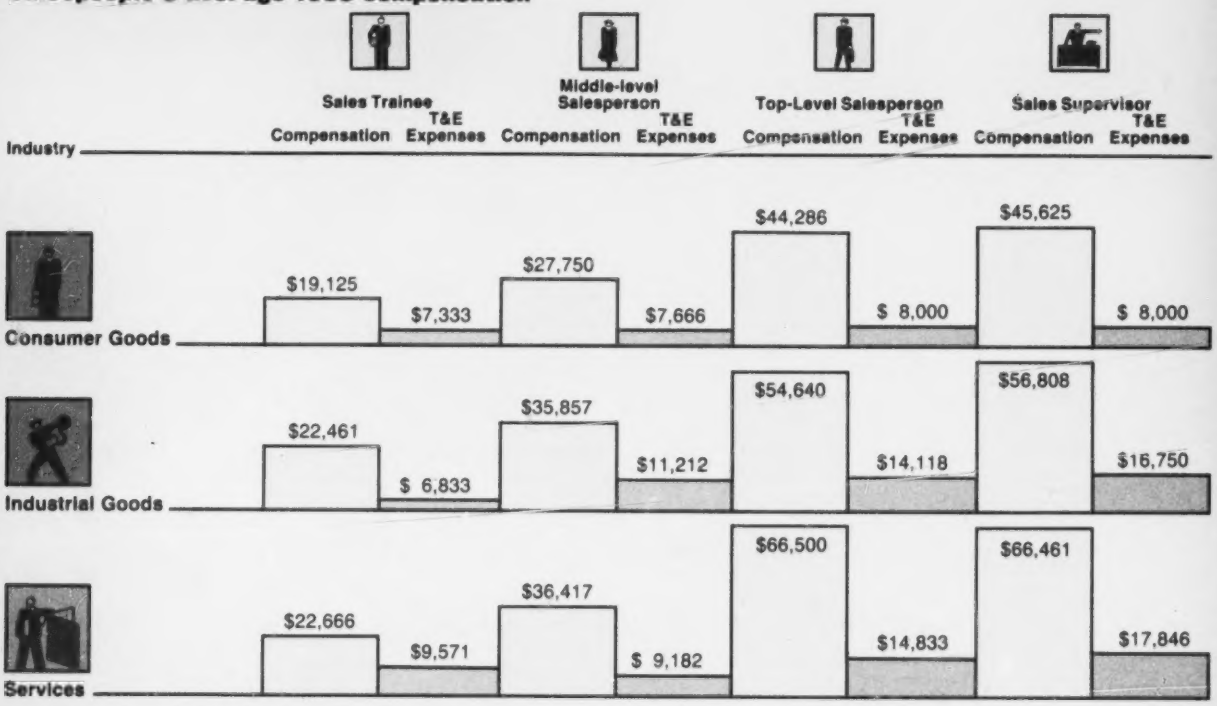
Compensation for sales-support personnel



Notes: **Sales-support personnel** include sales analysts, customer service representatives, sales correspondents, sales training reps, exhibit & display coordinators, etc. Figures for 1980-85 represent medians, as calculated by Executive Compensation Service, a subsidiary of the Wyatt Co. Figures for 1986 represent averages compiled by *Sales and Marketing Management* in a survey of consumer, industrial, and service companies. CAUTION: Due to this new benchmark, comparisons between 1986 and previous years should not be made, since the methods involved in gathering these data differ.

TABLE III-3

Salespeople's average 1988 compensation



Notes: **Compensation** includes base salary, commission, and bonus. **T&E Expenses** include travel, entertainment, food, and lodging costs.
Source: Sales and Marketing Management survey

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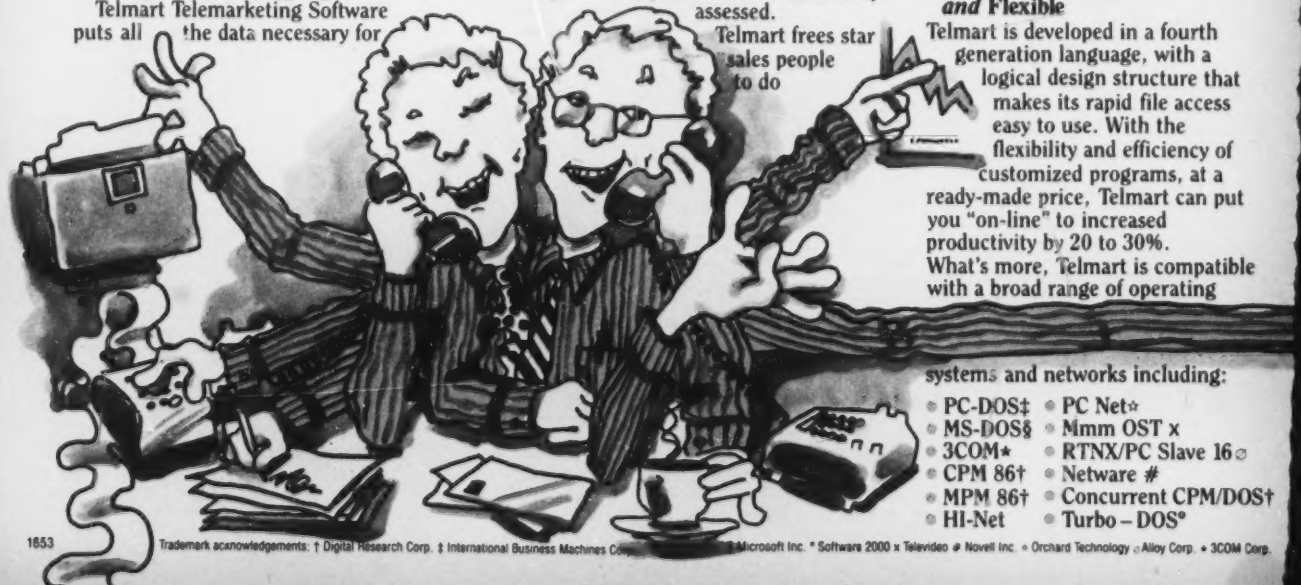

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- 3COM★
- CPM 86†
- MPM 86†
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TABLE III-4

Total selling expenses for selected industries

Industry	Average Compensation	T&E Expenses	Total Expenses
Consumer			
Floor coverings	$40,500	$20,500	$61,000
Luggage	42,500	22,500	65,000
Office products	38,625	N.A.	N.A.
Publishing	34,200	10,500	44,700
Radio & TV equip.	41,750	15,250	57,000
Toys & sporting goods	30,500	20,500	51,000
Industrial			
Chemicals	$40,375	$17,750	$58,125
Computers	53,727	16,555	70,282
Electrical equip.	38,600	12,000	50,600
Electronics	28,000	5,500	33,500
Medical equip. & supplies	48,500	7,500	56,000
Packaging	48,740	7,000	55,740
Plastics	45,750	7,750	53,500
Pumps & pumping equip.	40,000	14,666	54,666
Service			
Business services	$50,500	$11,166	$61,666
Computer services	55,166	19,000	74,166
Insurance & investments	56,000	5,000	61,000

Notes: **Average Compensation** includes base salary, commission, and bonus. **T&E Expenses** include travel, entertainment, food, and lodging costs. N.A.—Not Available.
Source: Sales and Marketing Management survey.

TABLE III-5

Sales compensation practices

Description	Percentage Of Companies Using	Percent Using Point System	Percent Using Targets/Quotas
Salary & Bonus	45.9%	25.6%	94.9%
Salary & Commission	45.9	22.2	84.6
Commission Only	3.5	N.A.	66.7
Salary Only	4.7	N.A.	25.0

Note: In the case of the percentage of respondents using point systems or targets/quotas, totals may not add to 100% due to some companies' practice of combining these systems. N.A.—Not Available.
Source: A.S. Hansen, Inc. *Sales Compensation Survey 1986*

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- Sales Forecasts
- Inventory Forecasts
- Generation of Mailing Lists
- Production of Form Letters

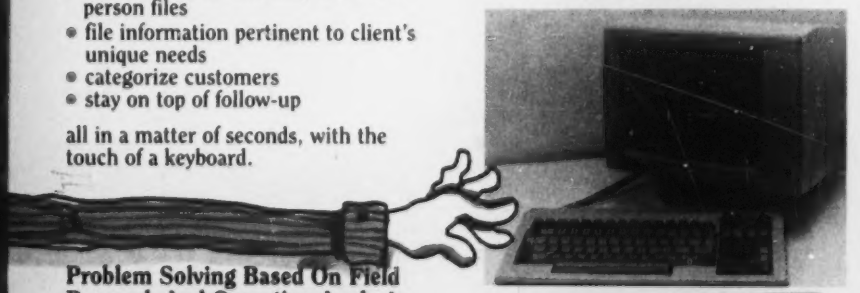

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TABLE III-6

Starting salaries of trainees with college degrees

Functional Area	Average Annual Salary 1986	1985	% Change 1985–86
Bachelor's Degree			
Sales-nontechnical degree	$19,668	$19,116	+ 3.0%
Sales-technical degree	22,140	26,004	−14.9
M.B.A. Candidates			
(Business administration, industrial management, or commerce)			
With nontechnical undergraduate degree[1]	$30,348	$28,584	+ 5.8%
With technical undergraduate degree	32,388	30,444	+ 6.0

[1]Less than one year full-time, non military employment.
Note: The salary survey is a study of beginning salary offers made to graduating students during the recruiting period September through June. The salary survey reports offers, not acceptances, with no limit on the number of offers per student. The data are submitted by 187 placement offices throughout the U.S.
Source: College Placement Council, *Salary Survey—A Study of 1985-86 Beginning Offers*, ©1986

TABLE III-7

Starting salaries of college graduates to be hired

Field	Class Of 1987	Class Of 1986	% Change 1986–1987
Bachelor's Degree			
Sales-marketing	$20,232	$20,688	− 2.2%
Business administration	21,972	21,324	+ 2.9
M.B.A. Degree			
With technical B.S.	$34,956	$28,944	+17.2%
With nontechnical B.A.	34,080	31,584	+ 7.4

Note: Salaries shown are what companies offered, not what they actually paid.
Source: *The Northwestern Endicott-Lindquist Report 1987* by Victor Lindquist, Director of Placement; copyright 1986. Published by Northwestern University Placement Center; full report available for $15.00.

TABLE III-8

Salary statistics for M.B.A. graduates entering marketing

Field	Range	Average
Sales	$18,000–$53,000	$31,262
Brand or product management	20,000–55,000	40,932
Marketing services (research & advertising)	30,000–43,500	38,271

Note: The survey sample includes graduates with 2–4 years experience prior to receiving their M.B.A.
Source: *1986 MBA Placement Survey* for the Wharton School of the University of Pennsylvania

TABLE III—9

Manufacturers' representatives' commissions

Product Market	% Of Commission Paid High	Average	Low
Abrasives	11.42%	9.04%	6.67%
Advertising Products & Services	24.23	16.17	8.11
Aerospace & Aviation	9.73	7.44	5.15
Agriculture/Chemicals	13.37	10.24	7.12
Agriculture/Equipment & Machinery	8.68	7.02	5.42
Appliances	6.21	5.21	4.21
Architects & Interior Designers	16.29	11.33	6.37
Arts & Crafts	11.13	8.33	5.54
Automotive/Aftermarket	9.88	7.32	4.77
Automotive/OEM	6.31	5.15	4.00
Beauty Salon & Barber Equipment & Supplies	12.33	9.83	6.33
Building Materials & Supplies	10.68	7.65	4.62
Castings & Forgings	6.05	5.27	4.49
Chemicals/Industrial	14.14	11.57	9.00
Chemicals/Maintenance	20.88	15.83	10.79
Coatings	14.02	10.60	7.19
Computer/Hardware, Software & Peripheral Equipment & Supplies	13.13	9.99	6.85
Construction Equipment & Machinery	12.68	9.57	6.47
Controls & Instrumentation	18.14	13.58	9.03
Electrical/Consumer	6.70	5.64	4.58
Electrical/Technical & Industrial	12.60	9.53	6.46
Electronic/Communications, Audio-Visual & Professional Products	10.38	8.46	6.54
Electronic/Components & Materials	8.40	6.68	4.97
Electronic/Consumer Products	6.53	5.14	3.76
Electronic/Technical Products	12.16	9.61	7.07
Energy	16.14	11.79	7.45
Fasteners	7.46	6.34	5.22
Food/Chemicals	22.50	15.62	8.75
Food/Processing	13.47	9.98	6.50
Food/Products & Services	16.00	15.00	14.00
Food Service & Equipment	11.05	8.75	6.45
Furniture & Furnishings	11.86	8.75	5.65
Gas, Oil & Petroleum Products & Services	15.02	10.89	6.77
Glass Industry/Raw Materials & Products	9.33	7.99	6.66
Government	9.79	7.33	4.87
Graphics/Printing	13.97	10.54	7.11
Hardware/Houseware	9.38	7.13	4.89
Heating, Ventilation, Air Conditioning	15.56	11.10	6.64
Heavy Duty Truck-Trailer Equipment	8.82	6.99	5.17
Home Improvement	8.10	6.46	4.82
Import-Export	11.82	8.83	5.85
Industrial Equipment & Machinery	16.05	11.53	7.02
Industrial Supplies	13.80	10.29	6.78
Lubricants	13.50%	11.25%	9.01%
Lumber Industry	6.38	5.05	3.73
Machining Services	7.57	6.33	5.10
Maintenance Supplies	17.25	13.87	10.50
Marine	12.83	9.81	6.79
Material Handling	13.85	10.34	6.84
Medical Supplies & Services	18.18	13.25	8.33
Metals/Processing, Assemblies & Products	7.61	6.22	4.83
Metals/Raw Materials	6.66	5.04	3.42
Mining	12.77	9.41	6.05
Mobile Homes, Accessories & Supplies	7.75	6.35	4.95
Nursery/Florist	10.00	7.45	4.91
Office Supplies & Equipment	13.78	9.89	6.00
Optical Supplies	9.71	8.42	7.14
Packaging & Plastics	8.79	7.26	5.73
Paints & Varnishes	11.08	8.54	6.01
Paper Industry	15.00	11.16	7.32
Photographic Supplies	13.85	10.46	7.07
Plastics	7.51	6.18	4.86
Plumbing	10.54	7.77	5.01
Pollution Products & Services	16.88	12.04	7.21
Power Transmission	10.98	8.12	5.26
Process Equipment	16.67	11.73	6.79
Pumps	17.25	12.96	8.67
Recreational Vehicle/Aftermarket & OEM	8.86	6.98	5.10
Refractories	15.18	11.36	7.54
Retail Consumer Products & Services	11.88	8.48	5.08
Robotics	12.39	10.27	8.16
Rubber Products	7.00	5.92	4.84
Safety, Emergency & Security Products	13.39	10.95	8.51
Scientific Research Equipment & Supplies	20.70	14.85	9.00
Screw Machine Products	6.20	5.45	4.70
Sporting Goods Supplies & Accessories	10.97	8.13	5.29
Stampings	5.85	5.20	4.56
Steel Mills & Foundries	8.12	6.52	4.93
Textile/Apparel Trade	8.37	7.12	5.87
Textile/Carpet, Drapery & Related Materials	6.66	4.33	2.00
Textile/Industrial	6.65	6.01	5.38
Toys, Gifts & Novelties	12.82	9.33	5.85
Transportation	6.33	5.49	4.66
Tubing	6.84	5.64	4.44
Utilities	14.69	10.94	7.19
Veterinary	13.37	8.93	4.50
Water Treatment Equipment & Products	15.30	11.66	8.03
Welding	8.70	7.07	5.45

Source: Manufacturers' Agents National Assn., *Survey of Sales Commissions.*

Sales meetings and sales training

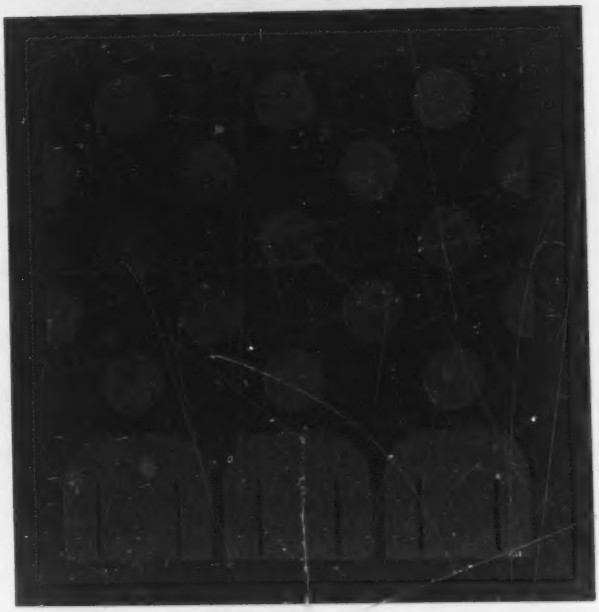
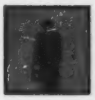


TABLE IV-1

Average cost of sales training per salesperson

	Type Of Company		
	Industrial Products	Consumer Products	Services**
			
Training Cost* Including Salary			
1986	$27,525	$19,320	$20,460
1985	26,670	18,560	19,320
% Change			
1985-86	+3.2%	+4.1%	+5.9%
Median Training Period (Weeks)			
1986	17	19	14
1985	17	20	13

*In addition to salary, covers such items as instructional materials prepared, purchased, and rented for training program; transportation and living expenses incurred during training course; instructional staff; outside seminars and courses; and management time spent with salesperson when it is a part of the training budget.
**Includes insurance, financial, utilities, transportation, retail stores, etc.
Source: Sales and Marketing Management survey

TABLE IV-2

Sites most frequently used for sales training

	% Of Companies Conducting Training At This Location			Median Length Of Training Time At This Location		
Location	Industrial Products	Consumer Products	Services*	Industrial Products	Consumer Products	Services*
Home office	67%	58%	58%	5 wk.	2 wk.	5 wk.
Field office	67	83	50	4 wk.	9 wk.	8 wk.
Regional office	58	42	42	6 wk.	2 wk.	4 wk.
Plant locations	33	17	0	2 wk.	1 wk.	0 wk.
Central training facility	42	17	17	2 wk.	2 wk.	1 wk.
Noncompany site	0	8	25	0 wk.	1 wk.	1 wk.

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Note: Length of time should not necessarily be considered cumulative because not all training programs include all locations.
Source: Sales and Marketing Management survey

TABLE IV-3

Length of training period for new salespeople

	Type Of Company					
	Industrial Products		Consumer Products		Services*	
Time Period	**1986**	**1985**	**1986**	**1985**	**1986**	**1985**
0 to 6 wk.	25%	27%	25%	22%	25%	27%
6 wk. to 3 mo.	8	18	25	33	17	10
3 mo. to 6 mo.	42	37	42	45	33	36
6 mo. to 12 mo.	17	9	8	0	25	27
12 mo. or longer	8	9	0	0	0	0
Total	100%	100%	100%	100%	100%	100%
Median Training Period (wk.)	**17**	**17**	**19**	**20**	**14**	**13**

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Source: Sales and Marketing Management survey

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Atlanta, GA	*Low:* Median $70.00 Range $66.00–$105.00 *High:* Median $95.00 Range $94.00–$135.00	*Low:* Median $80.00 Range $72.00–$119.00 *High:* Median $110.00 Range $104.00–$160.00	B—Median $11.35 Range $7.20–$19.35 L—Median $14.50 Range $9.60–$19.35 D—Median $20.90 Range $12.05–$32.70	Median $3.95 Range $3.60–$8.50	Median $188.00 Range $100.00–$275.00	Median $12.50 Range $10.00–$19.75	For 25: $ 80.00 For 50: $118.00 For 75: $175.00 For 100: $200.00
Atlantic City, NJ	*Low:* Median $61.50 Range $30.00–$65.00 *High:* Median $86.50 Range $65.00–$125.00	*Low:* Median $61.50 Range $30.00–$65.00 *High:* Median $86.50 Range $65.00–$125.00	B—Median $10.40 Range $3.45–$17.65 L—Median $14.50 Range $7.20–$27.70 D—Median $28.35 Range $15.75–$63.00	Median $3.95 Range $3.80–$4.40	Median $250.00 Range $150.00–$500.00	Median $30.00 Range $15.00–$35.00	For 25: $150.00 For 50: $150.00 For 75: $150.00 For 100: $250.00
Boston, MA	*Low:* Median $110.00 Range $70.00–$140.00 *High:* Median $125.00 Range $96.00–$160.00	*Low:* Median $125.00 Range $75.00–$150.00 *High:* Median $145.00 Range $100.00–$170.00	B—Median $11.30 Range $9.15–$15.30 L—Median $19.35 Range $9.75–$25.50 D—Median $25.30 Range $19.50–$48.80	Median $3.35 Range $2.00–$5.20	Median $280.00 Range $200.00–$700.00	Median $16.00 Range $10.00–$25.50	For 25: $250.00 For 50: $300.00 For 75: $500.00 For 100: $850.00
Chicago, IL	*Low:* Median $74.00 Range $65.00–$135.00 *High:* Median $116.00 Range $89.00–$150.00	*Low:* Median $85.00 Range $69.00–$150.00 *High:* Median $128.00 Range $109.00–$165.00	B—Median $11.10 Range $6.80–$14.90 L—Median $14.80 Range $12.40–$31.00 D—Median $23.55 Range $19.85–$37.20	Median $3.10 Range $3.10–$4.00	Median $250.00 Range $165.00–$500.00	Median $18.00 Range $12.00–$20.00	For 25: $100.00 For 50: $150.00 For 75: $170.00 For 100: $250.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms.

Food and beverage: Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon.

Hospitality functions: Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres.

Meeting rooms: There is frequently no meeting-room charge if a specific number of sleeping rooms are occupied or if a group meal is included with the meeting. Meeting room rental figures are based on theater-style seating.

Source: Sales and Marketing Management survey

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Cleveland, OH	*Low:* Median $53.00 Range $45.00–$82.00 *High:* Median $67.00 Range $53.00–$145.00	*Low:* Median $61.00 Range $45.00–$92.00 *High:* Median $77.00 Range $61.00–$145.00	B—Median $10.40 Range $7.30–$14.70 L—Median $15.85 Range $9.75–$24.50 D—Median $21.45 Range $12.20–$49.00	Median $3.60 Range $2.15–$4.30	Median $240.00 Range $175.00–$400.00	Median $12.00 Range $9.95–$20.00	For 25: $140.00 For 50: $200.00 For 75: $250.00 For 100: $250.00
Dallas, TX	*Low:* Median $65.00 Range $45.00–$99.00 *High:* Median $87.00 Range $62.00–$125.00	*Low:* Median $74.00 Range $69.00–$114.00 *High:* Median $99.00 Range $62.00–$140.00	B—Median $10.40 Range $4.60–$17.70 L—Median $14.65 Range $7.25–$19.20 D—Median $29.60 Range $10.40–$47.60	Median $3.95 Range $2.45–$5.50	Median $165.00 Range $100.00–$225.00	Median $15.00 Range $10.00–$32.00	For 25: $ 75.00 For 50: $100.00 For 75: $100.00 For 100: $100.00
Denver, CO	*Low:* Median $70.00 Range $57.00–$86.00 *High:* Median $96.00 Range $85.00–$105.00	*Low:* Median $75.00 Range $61.00–$90.00 *High:* Median $96.00 Range $91.00–$125.00	B—Median $9.25 Range $7.15–$12.40 L—Median $11.80 Range $9.30–$17.35 D—Median $18.70 Range $13.60–$43.40	Median $5.60 Range $4.25–$6.15	Median $250.00 Range $110.00–$600.00	Median $17.65 Range $10.00–$22.00	For 25: $130.00 For 50: $145.00 For 75: $190.00 For 100: $215.00
Detroit, MI	*Low:* Median $69.00 Range $48.00–$90.00 *High:* Median $94.00 Range $70.00–$129.00	*Low:* Median $69.00 Range $48.00–$100.00 *High:* Median $94.00 Range $78.00–$139.00	B—Median $9.60 Range $6.00–$12.00 L—Median $13.20 Range $9.60–$16.80 D—Median $19.20 Range $12.60–$31.50	Median $3.00 Range $2.40–$6.90	Median $317.50 Range $125.00–$390.00	Median $14.00 Range $10.00–$22.50	For 25: $125.00 For 50: $130.00 For 75: $250.00 For 100: $250.00
Honolulu, HI	*Low:* Median $65.00 Range $55.00–$125.00 *High:* Median $110.00 Range $70.00–$135.00	*Low:* Median $65.00 Range $55.00–$125.00 *High:* Median $110.00 Range $70.00–$135.00	B—Median $13.05 Range $8.35–$14.90 L—Median $13.95 Range $11.90–$17.45 D—Median $25.60 Range $15.50–$39.80	Median $3.55 Range $3.35–$6.55	Median $180.00 Range $180.00	Median $35.00 Range $19.90–$50.00	For 25: $150.00 For 50: $200.00 For 75: $200.00 For 100: $300.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Houston, TX	*Low:* Median $64.00 Range $40.00–$94.00 *High:* Median $78.00 Range $45.00–$130.00	*Low:* Median $78.00 Range $45.00–$104.00 *High:* Median $88.00 Range $50.00–$160.00	B—Median $7.55 Range $4.55–$12.10 L—Median $11.05 Range $7.25–$31.45 D—Median $18.00 Range $10.90–$44.75	Median $3.80 Range $1.80–$4.55	Median $165.00 Range $75.00–$300.00	Median $12.00 Range $7.50–$22.00	For 25: $ 65.00 For 50: $100.00 For 75: $100.00 For 100: $250.00
Indianapolis, IN	*Low:* Median $47.00 Range $33.00–$55.00 *High* Median $75.00 Range $53.00–$100.00	*Low:* Median $55.00 Range $38.00–$63.00 *High:* Median $75.00 Range $53.00–$120.00	B—Median $6.50 Range $3.95–$9.70 L—Median $9.55 Range $7.60–$11.50 D—Median $14.20 Range $9.70–$19.90	Median $2.10 Range $1.80–$2.40	Median $200.00 Range $45.00–$300.00	Median $12.50 Range $10.00–$16.00	For 25: $ 90.00 For 50: $100.00 For 75: $100.00 For 100: $100.00
Las Vegas, NV	*Low:* Median $65.00 Range $50.00–$72.00 *High:* Median $85.00 Range $70.00–$105.00	*Low:* Median $65.00 Range $50.00–$72.00 *High:* Median $85.00 Range $70.00–$105.00	B—Median $12.10 Range $6.05–$14.50 L—Median $13.30 Range $7.55–$18.10 D—Median $26.55 Range $8.75–$36.25	Median $5.45 Range $4.85–$5.75	Median $260.00 Range $195.00–$325.00	Median $27.00 Range $18.00–$35.00	For 25: $105.00 For 50: $105.00 For 75: $105.00 For 100: $325.00
Los Angeles, CA	*Low:* Median $89.00 Range $48.00–$130.00 *High:* Median $138.00 Range $69.00–$185.00	*Low:* Median $105.00 Range $54.00–$150.00 *High:* Median $156.00 Range $83.00–$205.00	B—Median $11.50 Range $7.35–$19.60 L—Median $17.15 Range $12.25–$25.75 D—Median $27.55 Range $13.50–$41.65	Median $3.80 Range $3.05–$8.60	Median $420.00 Range $135.00–$575.00	Median $17.00 Range $10.00–$25.00	For 25: $175.00 For 50: $225.00 For 75: $250.00 For 100: $315.00
Miami, FL	*Low:* Median $40.00 Range $37.00–$70.00 *High:* Median $55.00 Range $50.00–$85.00	*Low:* Median $50.00 Range $37.00–$80.00 *High:* Median $60.00 Range $50.00–$95.00	B—Median $9.15 Range $4.90–$13.40 L—Median $11.60 Range $6.10–$23.20 D—Median $32.35 Range $13.40–$61.00	Median $4.30 Range $2.90–$9.75	Median $120.00 Range $70.00–$275.00	Median $16.00 Range $16.00–$50.00	For 25: $100.00 For 50: $250.00 For 75: $250.00 For 100: $250.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Milwaukee, WI	*Low:*	*Low:*	B—Median	Median	Median	Median	For 25: $ 75.00
	Median	Median	$7.56	$2.30	$115.00	$15.00	For 50: $ 75.00
	$50.00	$60.00	Range	Range	Range	Range	For 75: $120.00
	Range	Range	$3.90–$14.40	$2.10–$3.90	$50.00–$170.00	$10.00–$15.00	For 100: $140.00
	$49.00–$59.00	$53.00–$70.00	L—Median				
	High:	*High:*	$11.00				
	Median	Median	Range				
	$60.00	$60.00	$7.15–$18.00				
	Range	Range	D—Median				
	$49.00–$68.00	$53.00–$79.00	$16.15				
			Range				
			$9.60–$21.60				
Minneapolis, MN	*Low:*	*Low:*	B—Median	Median	Median	Median	For 25: $150.00
	Median	Median	$9.25	$3.05	$235.00	$11.00	For 50: $150.00
	$50.00	$55.00	Range	Range	Range	Range	For 75: $225.00
	Range	Range	$5.80–$13.35	$2.85–$3.35	$125.00–$350.00	$7.00–$20.00	For 100: $225.00
	$45.00–$70.00	$55.00–$80.00	L—Median				
	High:	*High:*	$15.25				
	Median	Median	Range				
	$95.00	$112.00	$9.70–$27.75				
	Range	Range	D—Median				
	$80.00–$110.00	$85.00–$120.00	$25.00				
			Range				
			$16.45–$37.75				

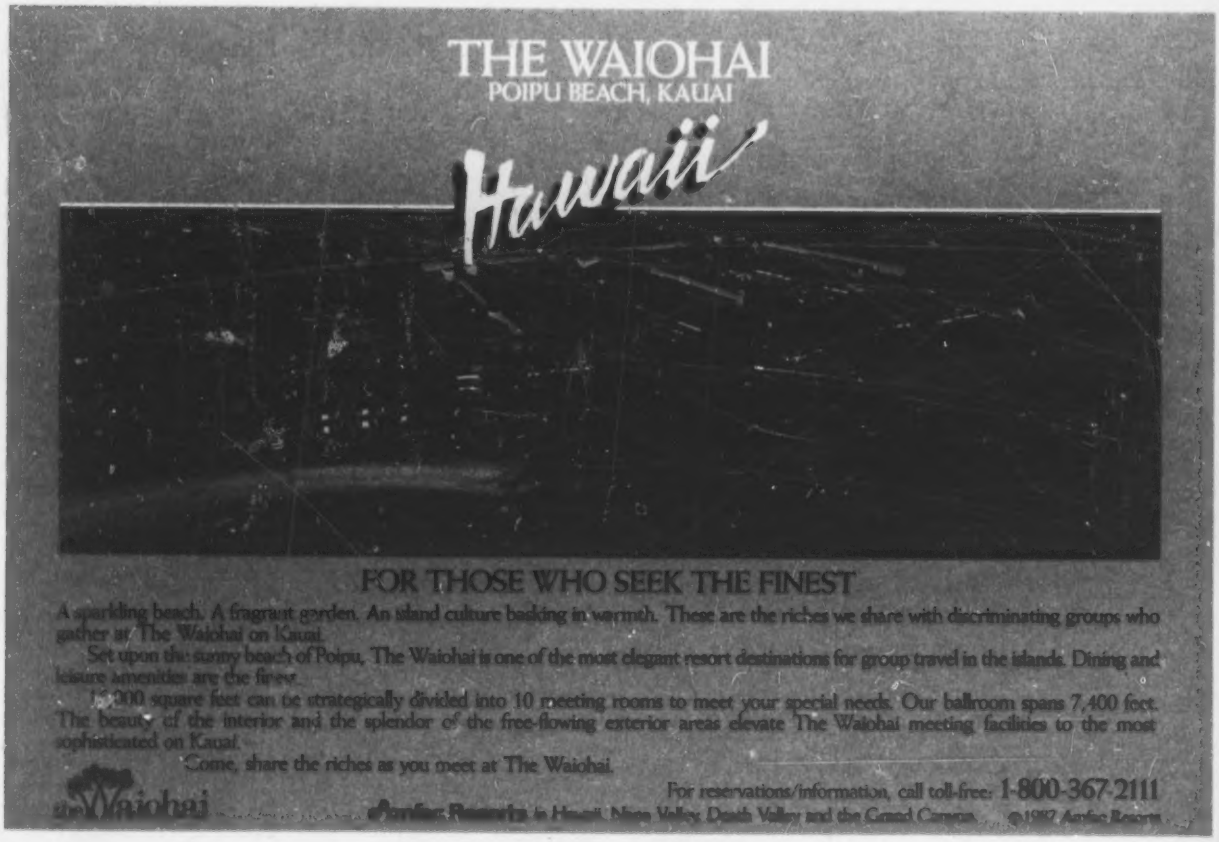

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TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
New Orleans, LA	*Low:* Median $75.00 Range $55.00–$80.00 *High:* Median $100.00 Range $55.00–$115.00	*Low:* Median $85.00 Range $65.00–$95.00 *High:* Median $115.00 Range $65.00–$135.00	B—Median $12.05 Range $5.30–$18.75 L—Median $18.75 Range $7.45–$25.00 D—Median $28.75 Range $9.95–$37.50	Median $4.40 Range $3.65–$5.30	Median $350.00 Range $65.00–$475.00	Median $25.00 Range $18.00–$30.00	For 25: $ 75.00 For 50: $ 75.00 For 75: $150.00 For 100: $150.00
New York, NY	*Low:* Median $92.50 Range $70.00–$125.00 *High:* Median $92.50 Range $80.00–$160.00	*Low:* Median $110.00 Range $80.00–$140.00 *High:* Median $115.00 Range $90.00–$175.00	B—Median $14.90 Range $6.20–$21.80 L—Median $20.35 Range $8.70–$30.45 D—Median $26.75 Range $11.90–$45.70	Median $4.70 Range $4.60–$9.10	Median $250.00 Range $225.00–$270.00	Median $27.50 Range $22.50–$43.50	For 25: $150.00 For 50: $150.00 For 75: $400.00 For 100: $400.00
Oakland, CA	*Low:* Median $84.00 Range $70.00–$96.00 *High:* Median $95.00 Range $84.00–$116.00	*Low:* Median $94.00 Range $80.00–$108.00 *High:* Median $100.00 Range $84.00–$128.00	B—Median $9.70 Range $6.10–$15.75 L—Median $16.85 Range $9.10–$22.15 D—Median $24.30 Range $18.25–$39.50	Median $3.95 Range $3.05–$5.15	Median $200.00 Range $120.00–$275.00	Median $19.25 Range $12.00–$40.00	For 25: $100.00 For 50: $125.00 For 75: $250.00 For 100: $350.00
Orlando, FL	*Low:* Median $59.00 Range $59.00–$68.00 *High:* Median $65.00 Range $59.00–$78.00	*Low:* Median $74.00 Range $65.00–$78.00 *High:* Median $75.00 Range $75.00–$88.00	B—Median $7.85 Range $5.45–$11.50 L—Median $13.25 Range $8.45–$18.75 D—Median $16.35 Range $9.70–$31.15	Median $2.70 Range $2.40–$5.45	Median $98.00 Range $95.00–$100.00	Median $17.50 Range $15.00–$25.00	For 25: $ 85.00 For 50: $ 85.00 For 75: $150.00 For 100: $200.00
Philadelphia, PA	*Low:* Median $89.00 Range $40.00–$92.00 *High:* Median $92.00 Range $45.00–$129.00	*Low:* Median $94.00 Range $40.00–$98.00 *High:* Median $98.00 Range $45.00–$139.00	B—Median $9.90 Range $4.90–$14.55 L—Median $13.65 Range $4.75–$17.35 D—Median $22.32 Range $11.10–$31.00	Median $3.10 Range $2.80–$3.15	Median $225.00 Range $100.00–$375.00	Median $18.00 Range $14.50–$20.00	For 25: $150.00 For 50: $150.00 For 75: $225.00 For 100: $300.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Phoenix-Scottsdale, AZ	*Low:* Median $50.00 Range $40.00–$65.00 *High:* Median $95.00 Range $40.00–$140.00	*Low:* Median $55.00 Range $40.00–$65.00 *High:* Median $100.00 Range $55.00–$140.00	B—Median $6.95 Range $4.85–$34.00 L—Median $9.25 Range $8.50–$17.60 D—Median $12.35 Range $10.95–$31.30	Median $3.95 Range $3.05–$4.25	Median $140.00 Range $50.00–$200.00	Median $15.00 Range $14.00–$25.00	For 25: $ 75.00 For 50: $100.00 For 75: $100.00 For 100: $150.00
Pittsburgh, PA	*Low:* Median $55.00 Range $55.00–$99.00 *High:* Median $68.00 Range $60.00–$99.00	*Low:* Median $63.00 Range $60.00–$114.00 *High:* Median $76.00 Range $65.00–$114.00	B—Median $8.15 Range $4.25–$12.10 L—Median $9.60 Range $5.45–$13.25 D—Median $21.10 Range $8.45–$31.40	Median $2.40 Range $2.35–$6.65	Median $117.00 Range $105.00–$150.00	Median $15.00 Range $8.00–$23.50	For 25: $ 65.00 For 50: $ 85.00 For 75: $100.00 For 100: $150.00
Reno, NV	*Low:* Median $50.00 Range $30.00–$60.00 *High:* Median $70.00 Range $49.00–$80.00	*Low:* Median $50.00 Range $35.00–$60.00 *High:* Median $70.00 Range $54.00–$80.00	B—Median $9.60 Range $3.75–$14.45 L—Median $11.90 Range $6.00–$15.15 D—Median $15.60 Range $10.30–$22.70	Median $2.85 Range $2.00–$3.20	Median $120.00 Range $65.00–$500.00	Median $20.00 Range $14.00–$48.50	For 25: $ 75.00 For 50: $100.00 For 75: $200.00 For 100: $200.00
St. Louis, MO	*Low:* Median $65.00 Range $50.00–$69.00 *High:* Median $70.00 Range $69.00–$85.00	*Low:* Median $75.00 Range $50.00–$79.00 *High:* Median $80.00 Range $79.00–$85.00	B—Median $7.90 Range $4.25–$13.35 L—Median $11.55 Range $8.50–$15.75 D—Median $19.75 Range $13.35–$26.70	Median $3.05 Range $1.70–$4.55	Median $150.00 Range $120.00–$400.00	Median $12.00 Range $8.00–$15.00	For 25: $ 75.00 For 50: $100.00 For 75: $110.00 For 100: $125.00
San Antonio, TX	*Low:* Median $65.00 Range $45.00–$85.00 *High:* Median $100.00 Range $55.00–$135.00	*Low:* Median $60.00 Range $55.00–$95.00 *High:* Median $115.00 Range $65.00–$135.00	B—Median $10.75 Range $5.45–$15.15 L—Median $12.50 Range $9.40–$18.75 D—Median $22.40 Range $13.00–$36.30	Median $2.70 Range $2.55–$8.45	Median $125.00 Range $75.00–$200.00	Median $15.00 Range $13.00–$30.00	For 25: $ 75.00 For 50: $ 75.00 For 75: $100.00 For 100: $100.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
San Diego, CA	*Low:* Median $80.00 Range $75.00–$105.00 *High:* Median $120.00 Range $75.00–$155.00	*Low:* Median $85.00 Range $80.00–$125.00 *High:* Median $120.00 Range $85.00–$180.00	B—Median $12.10 Range $9.70–$18.15 L—Median $17.55 Range $11.20–$24.20 D—Median $27.25 Range $18.15–$42.35	Median $4.25 Range $4.00–$7.55	Median $300.00 Range $110.00–$500.00	Median $22.50 Range $16.95–$28.00	For 25: $100.00 For 50: $175.00 For 75: $175.00 For 100: $175.00
San Francisco, CA	*Low:* Median $85.00 Range $48.00–$105.00 *High:* Median $140.00 Range $52.00–$180.00	*Low:* Median $85.00 Range $48.00–$125.00 *High:* Median $150.00 Range $52.00–$200.00	B—Median $11.40 Range $7.90–$17.05 L—Median $17.05 Range $13.35–$23.45 D—Median $25.30 Range $16.10–$44.85	Median $3.35 Range $2.45–$4.25	Median $275.00 Range $125.00–$1700.00	Median $17.50 Range $15.00–$27.00	For 25: $100.00 For 50: $200.00 For 75: $250.00 For 100: $250.00

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TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Seattle, WA	*Low:* Median $65.00 Range $60.00–$80.00 *High:* Median $75.00 Range $60.00–$105.00	*Low:* Median $75.00 Range $70.00–$80.00 *High:* Median $85.00 Range $70.00–$105.00	B—Median $10.45 Range $4.75–$15.35 L—Median $13.50 Range $8.40–$26.40 D—Median $21.50 Range $12.25–$44.25	Median $3.40 Range $2.75–$5.20	Median $250.00 Range $180.00–$275.00	Median $14.00 Range $8.80–$25.00	For 25: $100.00 For 50: $150.00 For 75: $225.00 For 100: $250.00
Washington, DC	*Low:* Median $90.00 Range $89.00–$105.00 *High:* Median $120.00 Range $110.00–$125.00	*Low:* Median $105.00 Range $101.00–$110.00 *High:* Median $122.00 Range $120.00–$145.00	B—Median $12.35 Range $3.70–$22.95 L—Median $21.55 Range $9.90–$24.80 D—Median $37.15 Range $11.15–$55.80	Median $3.70 Range $2.50–$4.05	Median $275.00 Range $150.00–$425.00	Median $30.00 Range $20.00–$40.00	For 25: $150.00 For 50: $200.00 For 75: $200.00 For 100: $200.00

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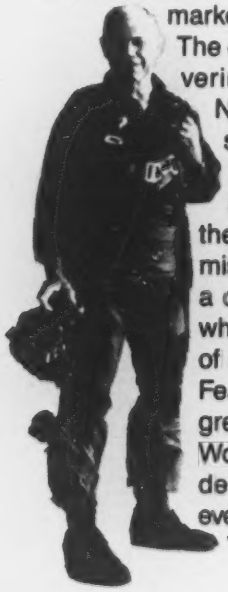

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TABLE IV-5 Selected conference centers: learning away from it all

Facilities & Rates	**Arrowwood of Westchester** *Rye Brook, NY*	**Cheyenne Mountain Inn** *Colorado Springs, CO*	**Doubletree Hotel and Conference Ctr.** *St. Louis, MO*	**Dunfey Hyannis Resort and Conference Ctr.** *Hyannis, MA*	**Fort Magruder** *Williamsburg, VA*
Sleeping rooms	276	216	223	224	304
Capacity	500	400	320	2,000	700
Meeting rooms	37	24	28	19	19
Rate/person/day (double occupancy)	$189[2]	$66-$100[1]	$155-$185[2]	$60-$150[2]	$94[1]
Nearest major airport	La Guardia New York City	Colorado Springs	Lambert Int'l St. Louis	Logan Int'l Boston	Norfolk Airport
Driving time from center to airport	40 min.	10 min.	25 min.	1½ hours	45 min.
Recreation	9-hole golf course, indoor/ outdoor pool, 4 tennis courts (2 indoor. 2 outdoor), health club, sauna, game room, croquet, basketball, racquetball and squash facilities, par jogging course, cross-country skiing, bicycling, access to horseback riding	18-hole championship course, 35-acre stocked trout lake, sailing, wind surfing, 6 outdoor and 10 indoor tennis courts, 2 racquetball courts, 15 squash courts, 1 indoor and 3 outdoor pools, nautilus fitness center, and complete spa	2 swimming pools (indoor and outdoor), 8 outdoor tennis courts, 9 indoor tennis courts, 6 racquetball courts, game room, health club, Jacuzzi, sauna, steam rooms, 5 tanning booths, indoor basketball and volleyball, jogging track, indoor driving range/golf swing analysis	18-hole golf course, 2 putting greens, 2 swimming pools (indoor and outdoor), 2 tennis courts, 2 health clubs, men's and women's sauna, Jacuzzi, roman bath, game room, sightseeing tours, access to horseback riding, children's programs	Outdoor swimming pool, 2 lighted tennis courts, 2 saunas (men's and women's), whirlpool, exercise room, game room, access to 18-hole golf course

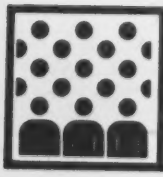
Facilities & Rates	**The Harrison Inn and Conference Ctr. at Heritage Village** *Southbury, CT*	**Holiday Inn Executive Conference Center** *Memphis, TN*	**The Houstonian Hotel and Conference Center** *Houston, TX*	**Hudson River Conference Center** *Ossining, NY*	**Indigo Lakes Conference Center** *Daytona Beach, FL*
Sleeping rooms	121	178	246	150	212
Capacity	200	250	425	300	350
Meeting rooms	20	25	33	34	14
Rate/person/day double occupancy)	175[2]	$98[2]	$138[2]	$165[2]	$34-$37.50[1]
Nearest major airport	La Guardia New York City	Memphis International	Houston Intercontinental	La Guardia New York City	Daytona Airport
Driving time from center to airport	1½ hours	25 min.	30 min.	1 hour	10 min.
Recreation	Access to 9- and 18-hole golf courses, outdoor & indoor swimming pool, 2 tennis courts, volleyball, 2 racquetball courts, health club, sauna, whirpool, steam room, Jacuzzi, game room with billiards, access to skiing, ice skating, and horseback riding	18-hole golf course, outdoor swimming pool, 2 lighted tennis courts, sauna, game room, basketball, volleyball, fishing, bicycling, hiking, jogging paths, horseshoes, exercise room, aerobics class	Access to 18-hole golf course, 2 outdoor swimming pools, 5 lighted tennis courts, health club, sauna, 8 racquetball courts, indoor and outdoor running tracks, basketball, volleyball	Indoor pool, whirlpool, sauna, 2 tennis courts, volleyball, 2 racquetball courts, access to 18-hole golf course	18-hole golf course, putting greens and driving range, outdoor swimming pool, 10 lighted tennis courts, health spa, exercise room, par jogging course, 2 racquetball courts, shuffleboard, volleyball

[1]European plan.
[2]Full American plan.

Source: Sales and Marketing Management survey

TABLE IV-5 Selected conference centers: learning away from it all

Facilities & Rates	**James L. Knight International Center** *Miami, FL*	**Las Colinas, Inn** *Irving, TX*	**Lion Square Lodge & Conference Center** *Vail, CO*	**Peachtree Sheraton Conference Center** *Peachtree City, GA*
Sleeping rooms	615	315	131	252
Capacity	5,000	250	400	600
Meeting rooms	37	26	6	24
Rate/person/day (double occupancy)	$85[1]	$192[2]	$75–$165[1]	$166.66[2]
Nearest major airport	Miami International	Dallas/ Fort Worth	Denver Airport	Atlanta Hartsfield International
Driving time from center to airport	10 min.	10 min.	2 hours	25 min.
Recreation	Outdoor swimming pool, access to golf, tennis, boating, and the beach	18-hole TPC Championship golf course, 4 indoor and 9 outdoor tennis courts, 7 racquetball courts, 2 outdoor and 1 indoor pool, indoor/outdoor running track, spa & health facilities	Outdoor swimming pool, 3 outdoor hot tubs, 2 saunas, cross-country and downhill skiing, ice skating, tennis courts, access to 4 golf courses, horseback riding, rafting, canoeing, fishing, and hiking trails	Access to 27-hole golf course, 2 swimming pools (indoor and outdoor), 3 lighted tennis courts, 2 indoor racquetball courts, 2 saunas (men's & women's), exercise room, Jacuzzi, access to jogging courses, billiards



Facilities & Rates	**Scanticon-Princeton Executive Center and Hotel** *Princeton, NJ*	**Scottsdale Conference Center and Resort Hotel** *Scottsdale, AZ*	**Ocean Edge Conference Center** *Brewster, MA*	**Woodlands Inn & Country Club** *Woodlands, TX*
Sleeping rooms	300	326	180	268
Capacity	330	705	360	800
Meeting rooms	37	45	13	20
Rate/person/day (double occupancy)	$214[2]	$85-$235[2]	$165	$95-$120[2]
Nearest major airport	Newark International	Phoenix International	Hyannis Barnstable or Logan International	Houston Intercontinental
Driving time from center to airport	45 min.	25 min.	20 min. or 1½ hr.	20 min.
Recreation	Access to 9- and 18-hole golf courses, indoor pool, 4 lighted tennis courts, 2 saunas (men's & women's), whirlpool, exercise room, game room, par course fitness cluster, jogging trails, access to ballooning, gliding, river rafting, and horseback riding	2 18-hole golf courses, 2 outdoor swimming pools, 8 tennis courts (all lighted), 2 health clubs (men's & women's), game room, desert jeep tours, bicycling, access to horseback riding and sailing	Private beach, indoor and outdoor pools, full recreation center, health club, 18-hole PGA golf course, access to horseback riding, stocked trout lake, bicycling, jogging trail, 5 tennis courts	3 18-hole golf courses, 2 outdoor swimming pools, 17 outdoor tennis courts, 7 indoor tennis courts, health club, game room

[1]European plan.
[2]Full American plan.
Source: Sales and Marketing Management survey

TABLE IV-6 Selected airport hotels

Facilities & Rates	Atlanta Marriott Hotel	Boston Logan Airport Hilton	Chicago Sheraton International O'Hare	Cleveland Airport Marriott	Dallas-Fort Worth Hyatt Regency DFW	Denver Clarion Hotel	Detroit Marriott Hotel
Sleeping rooms	642	557	463	375	1,390	588	157
Meeting rooms	21	22	27	15	67	24	9
Average group lodging rates	Single: $ 95 Double: $110	Single: $105 Double: $125	Single: $ 90 Double: $100	Single: $82 Double: $82	Single: $ 99–$125 Double: $114–$140	Single: $65–$75 Double: $75–$85	Single: $84 Double: $84
Average group meal rates	B $11.06 L $15.97 D $20.88	B $ 9.08 L $16.94 D $20.57	B $11.16 L $17.36 D $26.04	B $ 7.72 L $12.35 D $19.77	B $10.10 L $15.75 D $24.25	B $ 7.45 L $16.13 D $24.20	B $ 7.74 L $10.65 D $14.22
Distance from airport	¼ mile	At airport	2 miles	2½ miles	At airport	¼ mile	At airport

Facilities & Rates	Houston Marriott Hotel	Kansas City Hilton Airport Plaza Inn	Los Angeles Hilton Towers	Memphis Airport Hilton Inn
Sleeping rooms	556	348	1,281	380
Meeting rooms	27	40	44	15
Average group lodging rates	Single: $ 94 Double: $104	Single: $81 Double: $96	Single: $80 Double: $95	Single: $65 Double: $75
Average group meal rates	B $ 7.70 L $12.01 D $20.07	B $ 7.40 L $11.09 D $19.72	B $10.94 L $15.80 D $21.87	B $ 8.73 L $ 9.04 D $15.53
Distance from airport	At airport	At airport	½ mile	1 mile

Facilities & Rates	Miami Sheraton River House	New York Viscount International Hotel	Philadelphia Airport Marriott Hotel	Phoenix Sheraton Airport Inn
Sleeping rooms	408	495	331	179
Meeting rooms	17	12	16	5
Average group lodging rates	Single: $80 Double: $90	Single: $ 95 Double: $115	Single: $92 Double: $98	Single: $50 Double: $55
Average group meal rates	B $ 8.54 L $ 9.76 D $24.40	B $12.53 L $11.21 D $19.98	B $12.09 L $15.81 D $22.94	B $ 6.68 L $ 7.59 D $10.94
Distance from airport	¼ mile	At airport	¼ mile	At airport

Facilities & Rates	St. Louis Airport Marriott	San Francisco Airport Hilton	Seattle Red Lion Sea-Tac	Washington, DC Sheraton Crystal Hotel
Sleeping rooms	602	529	850	195
Meeting rooms	41	27	27	11
Average group lodging rates	Single: $49–$89 Double: $49–$89	Single: $104 Double: $119	Single: $82 Double: $92	Single: $90–$120 Double: $90–$120
Average group meal rates	B $ 8.59 L $14.73 D $19.64	B $ 9.72 L $14.58 D $26.73	B $10.56 L $13.45 D $22.72	B $14.62 L $17.46 D $30.54
Distance from airport	At airport	At airport	½ mile	½ mile

Source: Sales and Marketing Management survey

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TABLE IV-7 Selected resort hotels: combining learning with luxury

Facilities & Rates	**Boca Raton Hotel & Club** *Boca Raton, FL*	**Broadmoor Hotel** *Colorado Springs, CO*	**Cloister Hotel** *Sea Island, GA*	**Desert Inn** *Las Vegas, NV*	**Doral Country Club** *Miami, FL*	**Greenbrier** *White Sulphur Springs, WV*
Sleeping rooms	1,000	560	264	818	655	700
Meeting rooms	27	36	15	8	33	31
Average group lodging rates	IN SEASON 1/1–4/15 Single: $240–$335 Double: $260–$355 10/1–12/20 Single: $190–$280 Double: $210–$300 4/16–5/23 Single: $175–$280 Double: $195–$300 OFF SEASON 5/24–9/30 Single: $110–$140 Double: $135–$165	IN SEASON 6/1–9/30 Single: $140–$180 Double: $150–$190 10/1–5/31 Single: $125–$165 Double: $135–$175 OFF SEASON 12/1–3/31 Single: $70–$120 Double: $80–$130	IN SEASON 3/16–5/31 Single: $160–$264 Double: $200–$304 6/1–11/30 Single: $148–$260 Double: $188–$300 2/16–3/15 Single: $134–$196 Double: $174–$236 OFF SEASON 12/1–2/15 Single: $122–$148 Double: $162–$188	IN SEASON 1/1–5/31; 9/1–12/15 Single: $85–$105 Double: $85–$105 OFF SEASON 6/1–8/31 Single: $65 Double: $65	IN SEASON 1/1–3/31 Single: $180 Double: $180 4/1–4/30 Single: $130 Double: $130 SHOULDER SEASON 5/1–5/31 Single: $110 Double: $110 10/1–12/20 Single: $115 Double: $115 OFF SEASON 6/1–9/30 Single: $66 Double: $70	IN SEASON 4/1–10/31 Single: $200–$264 Double: $230–$294 OFF SEASON 1/1–3/31 Single: $122 Double: $204
Approximate group meal costs (tax and tip included)	Breakfast and dinner included in rates.	B $12.06 L $18.09 D $34.97	Breakfast, lunch, and dinner included in rates.	B $12.90 L $15.30 D $27.00	B $ 9.50 L $10.20 D $26.50	Breakfast and dinner included in rates.
Recreation:						
Golf	Access to 1 18-hole course	3 18-hole courses	3 18-hole courses	1 18-hole course	5 18-hole courses, 1 9-hole course	3 18-hole courses
Swimming	4 outdoor pools beach	3 outdoor pools	2 outdoor pools, beach	3 outdoor pools, 10 hydro-whirl spas	1 outdoor pool	2 pools (1 outdoor)
Tennis	22 outdoor courts	16 courts (2 indoor)	18 outdoor courts	10 outdoor courts	15 outdoor courts	14 outdoor courts (5 indoor)
Horseback riding	No	Yes	Yes	No	Yes	Yes
Health club	Yes	No	No	Yes	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes	Yes
Meal plan	Modified American	European, Modified, or Full American	Full American	European, Modified, or Full American	European, Modified, or Full American	Modified American
Nearest airport	Fort Lauderdale	Colorado Springs Municipal	Brunswick Airport	McCarran International	Miami International	Greenbrier Valley
Distance/time from airport	19 mi. 30 min.	12 mi. 20 min.	15 mi. 20 min.	4 mi. 15 min.	6 mi. 10 min.	12 mi. 15 min.

TABLE IV-7 Selected resort hotels: combining learning with luxury

Facilities & Rates	**Grenelefe Resort & Conference Center** *Grenelefe, FL*	**Grossinger Hotel** *Liberty, NY*	**Halekulani Hotel** *Honolulu, HI*	**Hershey Lodge & Convention Center** *Hershey, PA*	**Hilton Hawaiian Village** *Honolulu, HI*	**Innisbrook** *Tarpon Springs, FL*
Sleeping rooms	985	300*	456	456	2,522	1,000
Meeting rooms	30	17*	5	27	34	40
Average group lodging rates	IN SEASON 1/25–4/19 Single: $85–$125 Double: $85–$125 SHOULDER SEASON 4/20–5/21 10/1–1/24 Single: $75–$100 Double: $75–$100 OFF SEASON 5/22–9/30 Single: $55–$85 Double: $55–$85	IN SEASON 7/1–8/31 Single: $ 80–$143 Double: $132–$220 SHOULDER SEASON 9/1–12/15 Single: $ 76–$142 Double: $125–$189 *Closed until 7/1/87 for major renovations—Phase I	YEAR–ROUND Single: $195–$225 Double: $195–$225	IN SEASON 5/25–9/4 Single: $88 Double: $98 SHOULDER 9/5–10/30 Single: $82 Double: $88 4/18–5/24 Single: $78 Double: $84 OFF SEASON 10/31–4/17 Single: $60 Double: $66	YEAR–ROUND Single: $88–$187 Double: $88–$187	IN SEASON 2/3–5/3 Single: $125–$135 Double: $125–$135 SHOULDER 1/1–2/2; 5/5–6/15 9/15–12/31 Single: $85–$95 Double: $85–$95 OFF SEASON 6/16–9/14 Single: $55–$65 Double: $55–$65
Approximate group meal costs (tax and tip included)	B $ 7.26 L $ 9.68 D $26.62	Breakfast, lunch and dinner included in rates.	B $18.70 L $27.50 D $38.50	B $ 8.74 L $11.80 D $21.48	B $12.31 L $13.91 D $27.82	B $ 9.00 L $10.60 D $35.10
Recreation:						
Golf	3 18-hole courses	1 18-hole course 1 9-hole course	Access to 2 18-hole courses	Access to 1 36-hole course and 1 18-hole course	No	2 18-hole courses, 1 27-hole course
Swimming	4 outdoor pools	2 outdoor pools, beach	Outdoor pool, beach	2 pools (1 outdoor)	3 outdoor pools	5 heated outdoor pools, beach 1 mi.
Tennis	13 outdoor courts	16 courts (4 indoor)	Access to 10 indoor courts	4 outdoor courts	No	18 outdoor courts
Horseback riding	No	Access to	No	Access to	No	Access to
Health club	No	Yes	No	Yes	No	Yes
Sauna	Yes	Yes	No	Yes	No	Yes
Meal plan	Modified and Full American	Full American	European Plan	European, Modified, or Full American	European, Modified, or Full American	European, Modified, or Full American
Nearest airport	Orlando International	Newark International	Honolulu International	Harrisburg International	Honolulu International	Tampa International
Distance/time from airport	45 mi. 50 min.	100 mi. 2 hr.	11 mi. 30 min.	12 mi. 15 min.	8 mi. 20 min.	20 mi. 25 min.

	Kapalua Bay Hotel & Villas *Maui, HI*	Keystone Lodge & Conference Center *Keystone, CO*
	304 3	1,052 14
	IN SEASON 1/1-4/30 Single: $200 Double: $200 5/1-6/30 Single: $170 Double: $170 9/16–11/20 Single: $200 Double: $200 OFF SEASON 7/1-9/15 Single: $155 Double: $155 11/21-12/31 Single: $155 Double: $155	IN SEASON 12/24-4/1 Single: $115 Double: $125 6/3-10/7 Single: $80 Double: $90 OFF SEASON 4/8-6/3 10/7–12/24 Single: $60 Double: $65
	B $13.00 L $14.00 D $50.00	B $ 9.60 L $14.40 D $24.00
	2 18-hole courses	1 18-hole course
	2 pools, 3 beaches 10 courts (4 lighted)	10 pools (5 outdoor) 14 courts (2 indoor)
	Yes	Yes
	No No	No Yes
	Modified American	European
	Kapalua (West Maui) Airport	Denver
	3 mi. 10 min.	75 mi. 1 hr., 40 min.

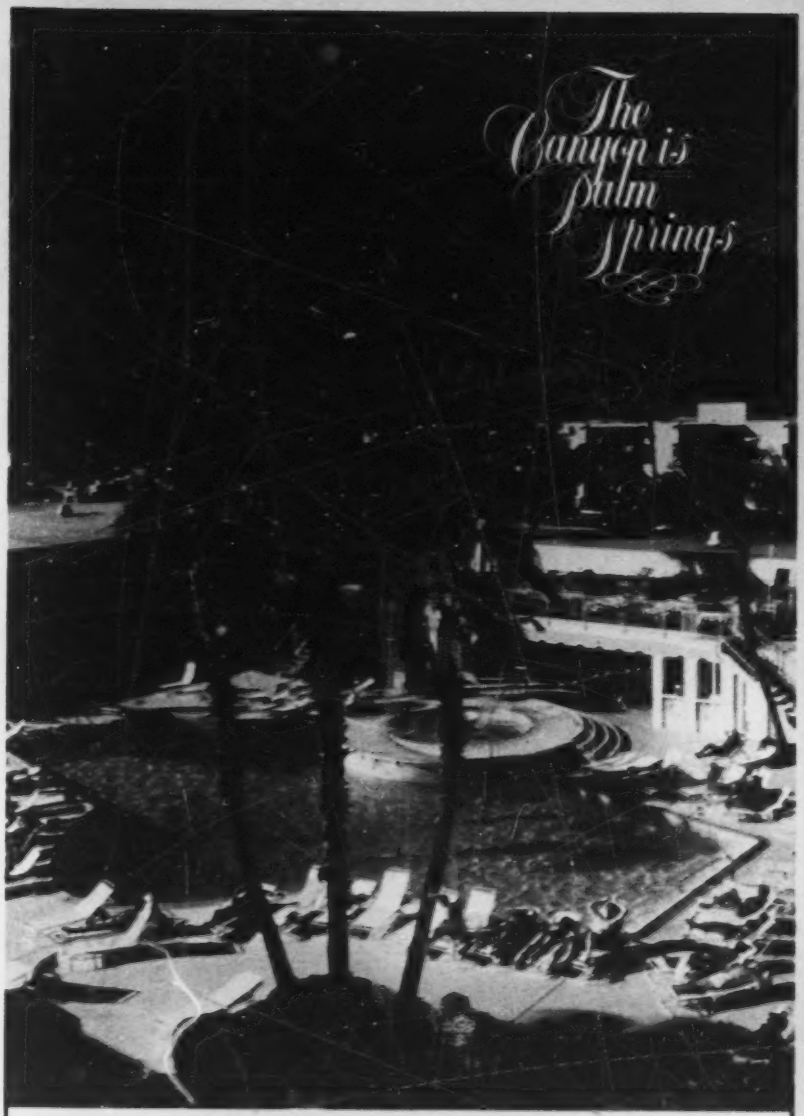

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TABLE IV-7 Selected resort hotels: combining learning with luxury

Facilities & Rates	**LaCosta Hotel & Spa** *Carlsbad, CA*	**Lowes Ventana Canyon Resort** *Tucson, AZ*	**Marriott's Harbor Beach** *Ft. Lauderdale, FL*	**Maui Marriott Resort** *Maui, HI*	**Olympia Resort & Spa** *Oconomowoc, WI*	**Opryland** *Nashville, TN*
Sleeping rooms	500	400	643	720	400	1,067
Meeting rooms	16	27	27	10	20	47
Average group lodging rates	YEAR-ROUND Single: $185–$250 Double: $185–$250	IN SEASON 1/15–5/31 Single: $150 Double: $160 9/15–1/14 Single: $135 Double: $135 OFF SEASON 6/1–9/14 Single: $70 Double: $70	IN SEASON 1/1–4/15 Single: $185 Double: $185 4/16–6/15 Single: $125 Double: $125 10/16–12/31 Single: $125 Double: $125 OFF SEASON 6/16–10/15 Single: $85 Double: $85	YEAR-ROUND Single: $165–$245 Double: $165–$245	IN SEASON 6/1–9/30 Single: $82–$92 Double: $82–$92 5/1–5/31 10/1–10/31 Single: $72–$82 Double: $72–$82 OFF SEASON 1/1–4/30 11/1–12/31 Single: $62–$72 Double: $62–$72	IN SEASON 6/1–10/31 Single: $89–$104 Double: $101–$116 SHOULDER 3/1–4/30 11/1–11/15 Single: $85–$95 Double: $97–$107 OFF SEASON 12/1–2/28 Rates will vary
Approximate group meal costs (tax and tip included)	B $12.10 L $17.00 D $33.90	B $15.13 L $18.76 D $35.70	B $10.45 L $18.75 D $27.25	B $15.00 L $17.00 D $43.00	B $ 7.26 L $12.10 D $21.78	B $11.00 L $15.00 D $30.00
Recreation:						
Golf	2 18-hole courses	1 27-hole course	Access to 2 18-hole courses	Access to 2 18-hole courses	1 18-hole course	Access to 2 18-hole courses
Swimming	5 outdoor pools, beach 1 mi.	2 heated outdoor pools	1 outdoor pool, beach, cabana club	2 outdoor pools, beach with activity center	2 pools (1 outdoor), beach	1 pool
Tennis	23 outdoor courts	10 outdoor courts	5 outdoor courts	5 outdoor courts	11 courts (4 indoor)	8 outdoor courts
Horseback riding	No	Access to	Access to	Access to	Yes	No
Health club	Yes	Yes	Yes	Yes	Yes	No
Sauna	Yes	Yes	Yes	No	Yes	No
Meal plan	European, Modified, or Full American	European, Modified, or Full American	European or Modified American	European, Modified, or Full American	European, Modified, or Full American	European
Nearest airport	San Diego	Tucson International	Fort Lauderdale	Kahului	Milwaukee Mitchell Field	Nashville Metropolitan
Distance/time from airport	30 mi. 35 min.	20 mi. 25 min.	3 min. 10 min.	30 mi. 45 min.	37 mi. 40 min.	6 mi. 15 min.

Pheasant Run Hotel *St. Charles, IL*	The Pointe Resort *Phoenix, AZ*
550 37	580 48
IN SEASON 4/15–11/15 Single: $69–$93 Double: $74–$105 OFF SEASON 11/16–4/15 Single: $54–$78 Double: $59–$83	IN SEASON 1/16–5/23 Single: $150 Double: $160 9/15–1/5 Single: $120 Double: $130 OFF SEASON 5/24–9/20 Single: $56 Double: $66
B $12.13 L $18.19 D $27.30	B $10.25 L $12.25 D $28.50
1 18-hole course 3 pools (1 outdoor) 13 courts (4 indoor)	Access to 1 18-hole course 5 outdoor pools 8 outdoor courts
Access to	Yes
Yes Yes	Yes Yes
European and Full American	European, Modified, or Full American
O'Hare International	Phoenix
24 mi. 35 min.	12 mi. 20 min.

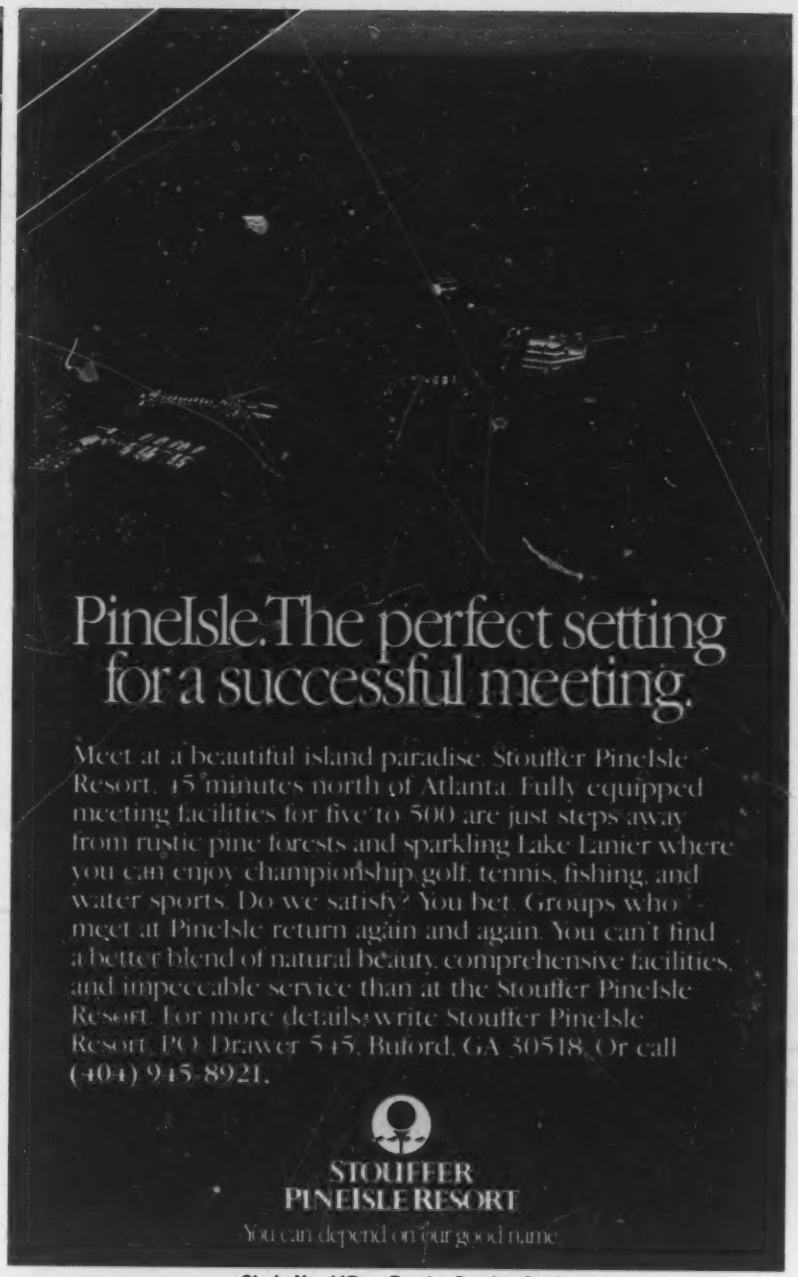
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TABLE IV-7 Selected resort hotels: combining learning with luxury

Facilities & Rates	**Ritz Carlton** *Naples, FL*	**Sea Pines Plantation** *Hilton Head Island, SC*	**Sheraton Village Hotel** *Steamboat Springs, CO*	**Stouffer Pinelsle Resort** *Buford, GA*	**Waiohai Resort** *Kauai, HI*	**Westin Kauai*** *Lihue, Kauai, HI*
Sleeping rooms	463	700 Villas 202 Hotel rooms	276	250	434	850
Meeting rooms	19	18	16	19	10	13
Average group lodging rates	IN SEASON 1/1–4/30 Single: $200 Double: $200 5/1–6/30 Single: $160 Double: $160 10/1–12/31 Single: $160 Double: $160 OFF SEASON 7/1–9/30 Single: $110 Double: $110	IN SEASON 4/1–10/31 Single: $70–$200 Double: $70–$200 OFF SEASON 11/1–3/31 Single: $45–$75 Double: $45–$75	IN SEASON 2/1–4/18 Single: $95–$115 Double: $95–$115 1/4–1/31 Single: $65–$95 Double: $65–$95 5/25–9/28 Single: $49–$59 Double: $49–$59 CLOSED 4/18–5/24 9/28–Thanksgiving	IN SEASON 2/22–11/21 Single: $174 Double: $223 OFF SEASON 1/1–2/21 Single: $102 Double: $144 11/22–12/31 Single: $104 Double: $148	YEAR-ROUND Single: $125–$200 Double: $125–$200	IN SEASON 1/22–4/30 Single: $205–$245 Double: $205–$245 9/1–12/31 Single: $155–$185 Double: $155–$185 (Rates for remainder of 1987 have not been set yet)
Approximate group meal costs (tax and tip included)	B $18.00 L $25.00 D $50.00	B $ 9.20 L $11.10 D $25.80	B $ 8.25 L $11.50 D $21.90	B $ 9.60 L $12.00 D $31.20	B $16.45 L $21.00 D $38.55	B $ 9.50 L $11.50 D $23.50
Recreation:		(Part of Sea Pines Vacation Resorts, Inc.)				
Golf	1 18-hole course	6 18-hole courses, 1 9-hole course	1 18-hole course	1 18-hole course	Access to 1 18-hole course	2 18-hole courses
Swimming	1 outdoor pool, beach	30 outdoor pools, pool, beach	1 outdoor pool	1 indoor/outdoor pool, beach	3 outdoor pools, beach	2 outdoor pools
Tennis	6 outdoor courts	80 outdoor courts	Access to	7 courts (3 indoor)	6 outdoor courts (4 lighted)	8 lighted courts
Horseback riding	No	Yes	Access to	Yes	Access to	No
Health club	Yes	No	Yes	No	Yes	Yes
Sauna	Yes	No	Yes	Yes	Yes	Yes
Meal plan	European plan	European, Modified, or Full American	European and Modified American	Modified American	European, Modified, or Full American	European, Full American, or Modified American
Nearest airport	Southwest Regional, Fort Myers	Hilton Head Airport	Steamboat Bob Adams Airport	Hartsfield International	Lihue Airport	Lihue Airport
Distance/time from airport	24 mi. 30 min.	5 mi. 10 min.	6 mi. 10 min.	45 mi. 1 hr.	14 mi. 20–25 min.	1.5 mi. 5 min.

*Opens Sept. 1987

Williamsburg Inn & Country Club *Williamsburg, VA*	Woodcliff Lake Hilton *Woodcliff Lake, NJ*
859	350
26	23
IN SEASON 4/1–10/31 Single: $71–$146 Double: $71–$146 OFF SEASON 11/1–3/31 Single: $57–$107 Double: $57–$107	YEAR–ROUND Single: $ 93 Double: $103
B $ 7.25 L $12.10 D $30.25	B $15.00 L $17.00 D $30.00
1 18-hole course, 1 9-hole course 3 outdoor pools 8 outdoor courts	Access to 2 pools (1 outdoor) 2 outdoor courts
No	No
No No	Yes Yes
European, Modified, or Full American	European
Norfolk International	Newark International
45 mi. 50 min.	22 mi. 35 min.

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TABLE IV-8 Selected budget motel chains

Facilities & Rates	Atlanta, GA *Days Inns of America*	Charlotte, NC *Econo Lodges Of America*	Columbus, OH *Red Roof Inns*	Milwaukee, WI *Budgetel*	Phoenix, AZ *Best Western*
Inns in use	431	391	160	40	3,283
Total rooms	64,500	32,652	19,353	4,298	252,500
Inns being built	N.A.	125	15	12	N.A.
Inns planned	91	N.A.	20–25	N.A.	N.A.
Rates: Single room	$25.00–$ 90.00		$23.95–$39.95	$28.95	Budget to resort facilities
Double room	$30.00–$110.00	$31.50[1]	$25.95–$41.95	$33.95	$50.16[1]
3–4 persons	$35.00–$120.00	$32.95–$36.95	$32.95–$48.95	$38.95–$43.95	
Facilities and services (available at most units)	Color cable TV, pool, gift shop, restaurant, gas service, meeting rooms	Color TV, pool, meeting rooms, nonsmoking rooms and rooms for the handicapped, free morning coffee, nearby restaurant	Color TV with satellite stations, conference rooms, free daily newspaper, morning coffee, nonsmoking room and rooms for the handicapped	Color TV with satellite stations, meeting rooms, nonsmoking rooms and rooms for the handicapped	Color TV with satellite stations, pool, access to family restaurant, senior citizen and corporate discount programs, free travel guide, small meeting and conference facilities
Reservations	1-800-325-2525	1-800-446-6900	1-800-848-7878	1-800-428-3438	1-800-528-1234 For the hearing impaired: 1-800-528-2222

Facilities & Rates	San Antonio, TX *La Quinta Motor Inns*	Santa Barbara, CA *Motel 6*	St. Cloud, MN *Thrifty Scot*	Wilton, NH *Suisse Chalet Motor Lodge and Inns*
Inns in use	175	420	35	31
Total rooms	22,106	46,000	2,993	3,000
Inns being built	9	20–25	1	5
Inns planned	20	20–25	N.A.	3
Rates: Single room	$39.00	$14.95–$21.95	$26.00	$30.00–$35.00
Double room	$44.00	$19.95–$26.95	$30.00	$34.00–$39.00
3–4 persons	$49.00	$21.95–$30.95	$33.00–$36.00	$37.00–$42.00
Facilities and services (available at most units)	Color TV with satellite stations, pool, laundry service, nonsmoking and handicapped rooms, free morning coffee, free Newsweek magazine, free local phone calls, meeting rooms	Color TV, free in-room movies, pool, free local phone calls, handicapped rooms, access to family restaurant	Color TV with satellite stations and/or cable, free continental breakfast	Color TV with satellite stations, pool, laundry, valet, baby-sitting, auto emergency service, secretarial service
Reservations	1-800-531-5900	Central reservation service under development	1-800-228-3222	1-800-258-1980 In New Hampshire: 1-800-572-1880 In Canada: 1-800-858-5008

[1]Average room rate.
N.A.—Not Available. Rates may vary by location.

Source: Sales and Marketing Management survey.

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TABLE V-1 Selected incentive travel destinations

Destination	Acapulco Mexico	Amsterdam Holland	Atlantic City NJ	Banff Canada
Airfare:				
Low season	$397	$459	$188	$307
High season	same	$749	same	same
Lodging:				
Low season	$40	$46	$45	$71
High season	$56	$71	$80	$85
Meals:				
Modified American Plan	$22	$19 (Dinner only)	$31	$42
Group activity:	$25–$45 Mexican fiesta with drinks	$25 Holland night	$36 Dinner and show	$17 Wine and cheese party

Destination	Hong Kong Island Hong Kong	Honolulu HI	Las Vegas NV	London England
Airfare:				
Low season	$1,099	$564	$269	$548
High season	$1,197	$599	$314	$698
Lodging:				
Low season	$91	$60	$49	$114
High season	$146	$90	$89	$190
Meals:				
Modified American Plan	N/A	$35	$40	$45
Group activity:	$45 Dinner package	$45 Luau	$30 Cocktail show	$45 Dinner package

Destination	Montreal Canada	Nassau Bahamas	Orlando FL	San Antonio TX
Airfare:				
Low season	$134	$192	$238–$279	$238
High season	same	$409	same	same
Lodging:				
Low season	$60	$95	$55	$40
High season	$68	$135	$109	$70
Meals:				
Modified American Plan	$28	$45	$25	$25
Group activity:	$32 Theme party	$35 Pool-side barbecue	$35 Dinner package	$30 Barbecue

Destination	Tampa-St. Petersburg FL	Tokyo Japan	Vail CO	Williamsburg VA
Airfare:				
Low season	$238–$279	$1,071	$340	$158
High season	same	$1,147	same	same
Lodging:				
Low season	$85	$116	$60	$53
High season	$190	$148	$78	$90
Meals:				
Modified American Plan	$25	$42	$28	$24
Group activity:	$35 Theme party	$33 Dinner package	$18 Wine and cheese party	$25 Dinner package

Charleston SC	Dublin Ireland
$198	$657
same	$729
$35	$108
$45	$122
$32	$20
$27	$30
Oyster roast	Dinner package

Maui HI	Miami-Fort Lauderdale FL
$569	$238–$299
$599	same
$90	$39
$130	$85
$40	$27
$50	$30
Luau	Dinner package

San Diego CA	San Francisco CA
$278	$298
same	same
$75	$75
$100	$140
$40	$40
$45	$50
Dinner party at Sea World	Dinner package

Note: All rates shown are approximate **per person** prices based on a group package tour of 40 people for a minimum stay of four nights and five days. **Airfares** are from Chicago and are discounted APEX excursion fares commonly obtainable when departing on Thursday and returning no earlier than Sunday. Note that airfares to the Orient, South America, and Europe generally call for a minimum stay of seven days. **Lodging** rates are typical per person rates based on double occupancy. Hotel rates may vary considerably depending on accommodations. **Meals** are based on the typical add-on for Modified American Plan (breakfast and dinner). At those hotels not offering MAP, prices are based on approximate group meal rates for breakfast and dinner. **Group activity** rates are approximate and will vary depending on type of function. Generally, a theme activity includes a meal and drink indigenous to the particular region or function being held.

Unless otherwise noted, taxes and gratuities are in addition to rates shown and will generally range from 20% to 25% for most meal programs. Lodging tax is extra also.

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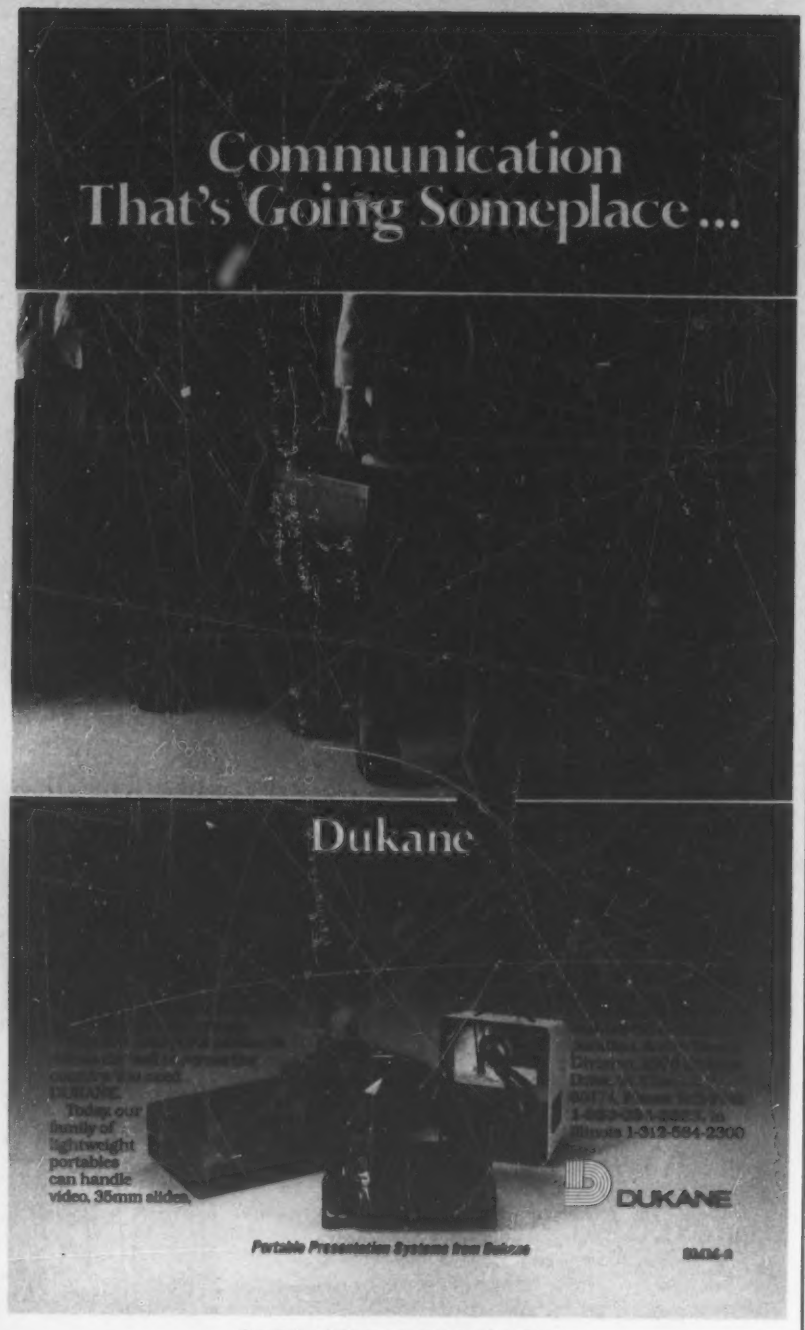

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TABLE V-2

Expected increases in 1987 trade show exhibition costs

Component	Projected Increase in Costs
Space rental rates	+7.3%
Personnel:	
Projectionist	+5.0%
Janitor	N.A.
Electrician	N.A.
Plumber	0%
Carpenter	+4.0%
Equipment:	
Audiovisual	+12.0%
Furniture	+9.0%
Other:	
Exhibit preparation and refurbishing	+ 4.7%
New construction labor & materials	+ 4.0%
Freight	+ 4.0%
Drayage	+10.0%

Note: Year-to-year changes are due to the variety and number of respondents.
N.A. indicates that the association did not receive data from its membership in those categories.
Source: International Exhibitors Association

TABLE V-3 Audiovisual equipment purchase costs

Equipment	Purchase Price 1986	1985	% Change 1985–86
Projectors			
Super 8mm sound movie	$499–$639	$499–$639	N.C.
16mm sound movie	1,000–1,500	900–1,400	+ 8%
35mm slide with synchronized tape deck	435–1,000	350–950	+ 9
Rear-screen 35mm filmstrip with self-contained synchronized tape	585–700	350–700	+ 18
Opaque	659–798	500–750	+ 14
Overheard transparency	255–866	200–825	+ 9
Remote-control silent filmstrip	235–250	150–300	+ 7
Tape Recorders			
Cassette	47–600	50–600	N.C.
Reel-to-reel	400–1,000	400–1,000	N.C.
Video Equipment			
Recorders and players:			
½" color cassette	495–1,995	600–1,800	+ 4
¾" color cassette	1,650–3,350	1,500–3,500	N.C.
Cameras—color	1,050–8,250	500–7,500	+ 14
Receivers and monitors —color	340–1,430	450–1,300	+ 1

N.C.—No Change.
Note: These are factory-suggested retail prices for typical audiovisual equipment, without optional extras, which can be purchased at corporate as well as at branch sales offices. Significant changes in the price ranges reflect manufacturer changes in product line.

TABLE V-4 Audiovisual equipment rental costs

Equipment	Average Rental Rates — Daily 1986	1985	Weekly 1986	1985
Projectors				
Super 8mm sound movie	$25	$25	$75	$83
16mm sound movie	28	28	93	93
35mm slide	23	23	75	76
35mm slide with synchronized tape deck	43	35	145	116
Rear-screen 35mm filmstrip with self-contained synchronized tape	32	34	103	179
Opaque	33	33	108	110
Overhead transparency	25	25	83	83
Remote-control silent filmstrip	35	28	125	93
Tape recorders				
Cassette—stereo	33	33	109	110
Reel-to-reel—stereo	35	33	117	110
Video equipment				
Color recorders and players:				
½" cassette	55	55	178	183
¾" cassette	97	97	318	322
Color player – ¾" cassette	58	58	200	193
Large-screen receiver	292	288	958	956

Source: Sales and Marketing Management survey

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TABLE V-5

Typical trade show exhibit costs

Component	1986 Average costs
Space rental rates/sq. ft.	$11.96
Exhibit construction*	
Backwall/linear ft.	963.00[1]
Island/sq. ft	37.00[1]
Freight/cwt.	17.97
Drayage (labor)/hr.	29.36
Personnel:	
Projectionist/hr.	23.39
Janitor/sq. ft.	0.11
Plumber/hr.	30.73
Electrician/hr.	30.28
Carpenter/hr.	32.23
Furniture rental:	
Upholstered lounge chair	25.27
Fiberglass side chair	14.55
Draped display table, 2′ × 6′	38.05
Desk	60.85
Carpeting/sq. yd.	9.68

*Design and detailing, materials, labor, etc., for a new custom-built exhibit.
[1]Three-year average, 1983-85
Source: Exhibit surveys, Inc.
Tradeshow Week, Los Angeles, CA (213-826-5696)
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S&MM'S FOUR SURVEY ISSUES

Survey of Buying Power, published in July, includes the most current estimates of the demographic and socioeconomic factors of regions, states, metropolitan markets, counties, and cities.

Survey of Buying Power—Part II, published in October, rearranges the basic *Survey* data in terms of TV and newspaper markets so that markets can be evaluated in media terms; it also gives a five-year projection of metropolitan markets, as well as current data on merchandise line sales for several product categories.

Survey of Selling Costs, published in February, includes detailed information on the basic selling costs of the leading metropolitan markets in the U.S. and Canada, plus data on such marketing-related expenses as sales incentives, sales training, sales meetings, car rentals, and salespeople's compensation.

Survey of Industrial & Commercial Buying Power, published in April, provides data on 4-digit SIC Industries, both manufacturing and nonmanufacturing, as well as leading counties for the more than 400 customer industries listed that buy goods and services from consumer and industrial establishments.

TABLE V-6

Estimated advertising percentages in selected industries

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1985	Change in Pct. Points Of Advertising & Promotion 1984–85	Estimated Advertising & Promotion Budget As % Of Net Sales 1986	1987
FOOD PRODUCTS				
Food & kindred products	5.2%	−0.2%	5.1%	5.0%
Meat products	1.7	+0.3	1.7	1.8
Dairy products	5.1	+1.1	5.4	5.6
Canned foods	5.3	−0.2	5.3	5.4
Flour & other grain mill products	1.6	−0.3	1.5	1.4
Bakery products	1.5	+0.3	1.6	1.7
Malt beverages	8.4	+0.3	9.2	9.7
TOBACCO PRODUCTS				
Cigarettes	4.2	−0.4	4.3	4.4
Cigars	3.2	−1.3	3.5	3.6
TEXTILE MILL PRODUCTS				
Textile products	2.1	+0.5	2.1	2.1
Floor-covering mills	0.8	−0.3	0.7	0.7
APPAREL PRODUCTS				
Apparel & finished products	2.3	−1.5	2.4	2.4
FURNITURE & FIXTURES				
Household furniture	2.6	+0.5	2.6	2.7
Office furniture	1.6	N.C.	1.6	1.7
PAPER				
Paper & allied products	1.3	−0.4	1.4	1.4
PRINTING & PUBLISHING				
Publishing	1.7	−1.6	1.6	1.5
Newspapers	2.5	+0.4	2.5	2.6
Periodicals	4.0	−0.1	3.9	3.8
Books	4.0	N.C.	4.0	4.0
CHEMICALS & ALLIED PRODUCTS				
Chemicals	1.9	+0.4	2.0	2.1
Industrial inorganic chemicals	16.7	+4.7	17.3	17.8
Plastics materials & synthetic resins	0.7	−0.1	0.7	0.7
Ethical drugs	8.9	N.C.	8.9	9.0
Soap & other detergents	7.9	+0.4	8.2	8.4
Paints, varnishes & lacquers	2.8	+0.2	2.8	2.8
PETROLEUM & COAL PRODUCTS				
Petroleum refining	0.2	−0.1	0.3	0.3
Paving & roofing materials	1.2	−0.2	1.1	1.1
RUBBER & MISC. PLASTICS PRODUCTS				
Rubber products	2.0	+0.4	2.1	2.2
Misc. plastic products	1.2	N.C.	1.2	1.2
Footwear, except rubber	4.5	+0.7	4.8	5.2
STONE, CLAY & GLASS PRODUCTS				
Glass containers	2.2	−0.8	2.2	2.2
FOUNDRIES				
Blast furnaces	2.0	+0.4	2.1	2.1
FABRICATED METALS				
Heating equipment & plumbing fixtures	2.5	+0.2	2.6	2.7

Industry Sector
MACHINERY & EQUIPMENT
Farm & garden machinery & equipment
Metalworking equipment
Office computing & accounting machines
Refrigeration & service industry equipment
ELECTRIC & ELECTRONIC EQUIPMENT
Household appliances
Radio, TV sets
TRANSPORTATION EQUIPMENT
Motor vehicles & car bodies
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Drugs
Food
RETAILING
Lumber
Department stores
Variety stores
Grocery store chains
Automotive dealers & gas suppliers
Apparel
Women's ready-to-wear
Shoes
Furniture
Restaurants & fast-food chains
Mail-order houses
MISC. SERVICE INDUSTRIES
Hotels & motels
Personal services
Motion-picture production
Educational services

N.C. - No Change
Source: Pansophic Systems, Inc.

Note: The accompanying table is based on the tenth annual study of advertising and promotion expenditures of major U.S. corporations, *Ad $ Forecasts*, by Pansophic Systems, Inc. The study contains 1985 historical figures, current-year forecasts of advertising budgets for more than 4,000 publicly owned companies in 260 industries.

The data is compiled from 10-K reports filed with the Securities and Exchange Commission. Cautious interpretation is advised since (1) companies may vary on their interpretation of what constitutes advertising and promotion expenditures; (2) large companies operating in several fields may be listed only in their primary industry sector; (3) figures are not reported for privately owned companies. Copies of the *Ad $ Forecasts* are available for $325 from Pansophic Systems, Inc., 1550 Northwest Highway, Suite 208, Park Ridge, IL 60068.

Advertising & Promotion Budget As % Of Net Sales 1985	Change in Pct. Points Of Advertising & Promotion 1984–85	Estimated Advertising & Promotion Budget As % Of Net Sales 1986	1987
1.4%	+0.2%	1.5%	1.5%
4.0	+0.8	4.3	4.5
1.1	+0.3	1.0	1.0
1.8	+0.5	1.7	1.7
4.3	+1.4	4.4	4.5
2.4	−0.1	2.3	2.2
1.6	−0.3	1.6	1.6
0.8	−0.8	0.8	0.8
1.9	−0.1	2.0	2.0
1.3	−0.1	1.3	1.3
3.7	−0.2	3.7	3.6
1.6	N.C.	1.4	1.3
1.8	+1.1	2.0	2.2
3.9	+2.0	4.1	4.2
10.0	+2.7	10.3	10.6
5.3	+0.6	5.1	4.9
3.8	−0.1	3.8	3.8
4.5	−0.2	4.5	4.4
2.5	+1.7	2.4	2.3
0.7	−0.6	0.7	0.6
1.3	+0.9	1.3	1.3
2.7	+0.5	2.7	2.7
3.5	+0.2	3.6	3.7
2.4	+0.2	2.4	2.4
1.4	N.C.	1.4	1.4
1.6	N.C.	1.7	1.7
2.5	+0.5	2.6	2.7
2.9	+0.9	2.9	2.9
2.2	+0.2	2.2	2.4
5.8	−1.3	5.8	6.0
3.7	N.C.	3.7	3.7
13.2	−2.1	12.8	12.5
3.5	+0.9	3.7	3.9
7.5	+1.7	8.0	8.3
9.0	−1.5	6.6	7.2
4.1	−0.2	4.1	4.1

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Transportation

TABLE VI-1

Airfares for the 25 most travelled routes

Rank	From	To	Range Of One-Way Coach Fares 1986	Range Of One-Way Coach Fares 1985	% Change Coach Fare[1] 1985–86
1.	Boston	New York	$ 59–$139	$ 59–$129	+ 5.3%
2.	New York	Washington, DC	59–150	75–124	+ 5.0
3.	Chicago	New York	119–290	200–270	–13.0
4.	Los Angeles	New York	199–510	240–490	+ 5.3
5.	Dallas	Houston	52–180	50–148	+17.2
6.	Los Angeles	San Francisco	49–119	49– 94	+17.5
7.	New York	San Francisco	199–565	520	–26.5
8.	Detroit	New York	109–220	89–210	+10.0
9.	Atlanta	New York	119–368	215–286	– 2.8
10.	Dallas	New York	129–381	99–361	+10.9
11.	Buffalo	New York	59–155	79–181	– 1.0
12.	Los Angeles	San Jose	75–121	69–110	+ 9.5
13.	Chicago	Minneapolis	115–183	95–163	+15.5
14.	Denver	New York	149–420	180–400	– 1.9
15.	Los Angeles	Phoenix	43– 89	39– 89	+ 3.1
16.	New York	Pittsburgh	69–200	99–143	+11.2
17.	Boston	Washington, DC	89–179	115–179	– 8.8
18.	Houston	New York	149–347	129–347	+ 4.2
19.	Dallas	San Antonio	52–180	69–161	+ 0.9
20.	Chicago	Detroit	99–180	49–160	+33.5
21.	Chicago	Los Angeles	430	390	+10.3
22.	San Diego	San Francisco	69–119	55– 85	+34.3
23.	Chicago	Dallas	109–275	99–255	+ 8.5
24.	New York	Norfolk	59–128	59–124	+ 2.2
25.	Chicago	Washington, DC	230–260	210–250	+ 6.5
	25-trip average		**$181**	**$180**	**+ 0.6%**

[1]The percent change in coach fares is based on the midpoint of the range for each year.
Note: Round-trip fare is double the one-way fare. Fares are for typical daytime business travel and do not reflect night or other special rates. Fare shown represents the range of one-way fares by all the airlines flying direct between the cities mentioned. All fares are rounded to the nearest dollar.

Sources: Civil Aeronautics Board, *Passenger Origin and Destination Survey*; McCord Travel Services.

TABLE VI-2

Average cost of 15 frequently made moves

Rank	From	To	1986 Cost	% Increase 1985–86
1.	New York	Miami	$3,909	7.5%
2.	New York	Los Angeles	6,529	7.5
3.	Chicago	Los Angeles	5,528	7.5
4.	New York	Chicago	3,172	7.4
5.	Chicago	New York	3,172	7.4
6.	New York	San Francisco	6,656	7.6
7.	Los Angeles	New York	6,529	7.5
8.	New York	Washington, DC	2,326	7.3
9.	Chicago	San Francisco	5,668	7.5
10.	New York	Houston	4,483	7.5
11.	Los Angeles	Chicago	5,528	7.5
12.	Los Angeles	Seattle	3,514	7.5
13.	Los Angeles	Houston	4,306	7.5
14.	San Francisco	New York	6,656	7.6
15.	Washington, DC	New York	2,326	12.0
	Average of 15 moves		**$4,687**	**7.6%**

Note: Based on average move of 8,000 lbs. Excludes packing containers and unpacking charges (which may vary within the areas indicated, depending upon origin of move). Moves between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices vary between carriers.
Source: Sales and Marketing Management Survey

TABLE VI-3 Automobile Fleet Purchase Costs

Model	Fleet Purchase Price Six-Cylinder 1987	1986	% increase 1986-87
Chevrolet Celebrity four-door sedan (standard four-cylinder)	$ 9,378[1]	$ 8,419	+ 10.2%
Ford Ltd Crown Victoria four-door sedan (standard eight-cylinder[2])	12,311	11,046	10.3
Oldsmobile Cutlass Ciera four-door sedan (standard four-cylinder)	9,960[1]	9,833	1.3
Ford Tempo GL four-door sedan (standard four-cylinder)	—	—	—
Chevrolet Cavalier two-door coupe (standard four-cylinder)	7,257	6,900	4.9
Plymouth Reliant two-door sedan (standard four-cylinder)	—	—	—

[1]Fuel injected V-6.
[2]Not available in six-cylinder model.
Note: All prices include only the equipment that the manufacturer considers standard.

Freight charges are not included. Fleet purchase price will vary according to deals worked out by individual buyers and sellers.
Source: Automobile invoice service, *New Car Cost Guide*

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Four-Cylinder 1987	1986	% Increase 1986-87
$8,859	$7,900	+10.8%
—	—	—
9,441	9,314	1.3
7,338	6,792	7.4
6,696	6,339	5.3
6,965	6,541	6.1

I just keep forgetting what the hell we manufacture.

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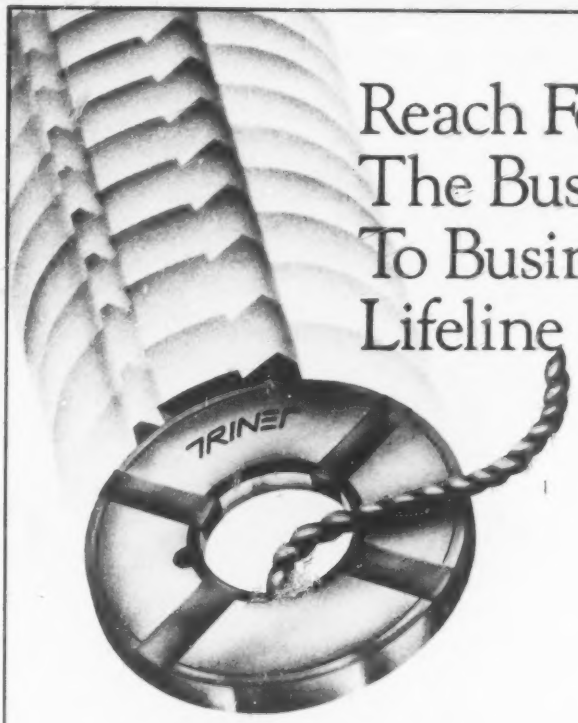

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TABLE VI-4

Daily auto-rental rates by city and region

City/ Metro Area	Average Daily Rate	Rental Cost Index (RCI)
Northeast		
Albany	$44.98	98
Boston	50.28	109
Bridgeport-Stamford-Norwalk-Danbury, CT	43.45	95
Buffalo	45.98	100
Harrisburg, PA	48.31	105
Hartford, CT	49.30	107
Jersey City, NJ	N.A.	N.A.
Long Branch, NJ	N.A.	N.A.
Nassau-Suffolk, NY	49.66	108
Newark	53.99	117
New Bedford, MA	49.63	108
New Brunswick, NJ	43.82	95
New Haven, CT	42.27	92
New York	53.31	116
Philadelphia	49.33	107
Pittsburgh	50.33	110
Providence, RI	46.99	102
Rochester, NY	48.65	106
Springfield, MA	44.63	97
Syracuse	45.99	100
Worcester, MA	54.00	117
Regional Average	**$48.15**	**105**

City/ Metro Area	Average Daily Rate	Rental Cost Index (RCI)
Midwest		
Akron, OH	$56.99	124
Canton, OH	56.99	124
Chicago	46.96	102
Cincinnati	40.66	88
Cleveland	54.33	118
Columbus, OH	51.33	112
Dayton	44.33	96
Des Moines	37.63	82
Detroit	53.30	116
Grand Rapids, MI	45.62	99
Indianapolis	42.63	93
Kansas City, MO	46.30	101
Milwaukee	47.99	104
Minneapolis-St. Paul	40.28	88
Omaha	41.30	90
St. Louis	42.63	93
Springfield, IL	47.98	104
Toledo, OH	43.99	96
Wichita, KS	40.62	88
Regional Average	**$46.41**	**101**

City/ Metro Area	Average Daily Rate	Rental Cost Index (RCI)
South		
Atlanta	$46.33	101
Austin	46.65	102
Baltimore	49.62	108
Birmingham, AL	43.30	94
Charlotte, NC	45.98	100
Dallas	50.99	111
Fort Lauderdale	37.63	82
Fort Worth-Arlington, TX	50.99	111
Greensboro, NC	44.98	98
Houston	47.66	104
Jacksonville	41.28	90
Little Rock	46.98	102
Louisville, KY	46.99	102
Memphis	48.99	107
Miami	38.95	85
Nashville	43.66	95
New Orleans	45.30	99
Norfolk, VA	47.99	104
Oklahoma City	43.99	96
Orlando	38.95	85
San Antonio, TX	45.33	99
Tampa	37.30	81
Tulsa, OK	47.31	103
Washington, DC	51.98	113
Wilmington, DE	43.50	95
West Palm Beach	40.95	89
Regional Average	**$45.14**	**98**

City/ Metro Area	Average Daily Rate	Rental Cost Index (RCI)
West		
Albuquerque	$42.63	93
Anaheim	45.99	100
Boulder, CO	44.33	96
Denver	40.63	88
Fresno, CA	46.83	102
Honolulu	45.96	100
Las Vegas	42.63	93
Los Angeles	44.65	97
Oakland	41.99	91
Oxnard, CA	42.99	93
Phoenix	43.63	95
Portland, OR	48.33	105
Riverside, CA	43.99	96
Sacramento	41.66	91
Salt Lake City	49.31	107
San Diego	43.98	96
San Francisco	42.66	93
San Jose	42.99	93
Seattle	48.66	106
Tucson, AZ	38.96	85
Regional Average	**$44.14**	**96**
U.S. Average	**$45.96**	**100**

N.A.—Not Available

Notes: **Average Daily Rates** were calculated from the single-day rental cost of a standard, full-size, two-door model as quoted by three of the nation's major auto-rental companies. Rates listed are for January 1987. All rates quoted are for same-city pickup and drop off and include 100 free miles. Rates did not include any additional insurance costs. The **Rental Cost Index** shows the Average Daily Rate expressed as a ratio of the U.S. Average ($45.96 = 100). An **RCI** figure of 106, for example, means that the auto-rental cost in the city or metro in question is 6% above the national average.

Source: Sales and Marketing Management survey

TABLE VI-5

Average cost of moving between selected cities

FROM / TO	ATLANTA	BOSTON	CHICAGO	COLUMBUS	DENVER	DETROIT	HOUSTON	LOS ANGELES	MEMPHIS	MIAMI	NEW YORK	PHILADELPHIA	PHOENIX	ST. LOUIS	SAN FRANCISCO	SEATTLE	WASHINGTON, DC
ATLANTA		3293	2804	2348	3902	2713	2840	5628	2176	2557	3062	2861	4689	2451	6006	6157	2566
BOSTON	3293		3299	2753	5074	2917	4767	6603	3787	4153	2336	2348	6144	3492	6677	6558	2315
CHICAGO	2804	3299		2334	3265	2408	3528	5528	2671	3997	3172	3015	4749	2376	5668	5483	2831
COLUMBUS	2348	2753	2334		3583	2046	3424	5675	2489	3422	2638	2498	4895	2215	5905	5777	2186
DENVER	3902	5074	3265	3583		3674	3252	3297	3252	5256	4843	4576	2768	2941	3629	3727	4412
DETROIT	2713	2917	2408	2046	3674		3818	5843	2776	3906	2826	2686	5105	2502	5929	5798	2494
HOUSTON	2840	4767	3528	3424	3252	3818		4306	2498	3535	4483	4232	3424	2827	4987	5753	3966
LOS ANGELES	5628	6603	5528	5675	3297	5843	4306		4798	6229	6529	6364	2296	4934		3514	6220
MEMPHIS	2176	3787	2671	2489	3252	2776	2498	4798		3129	3528	3265	4023	2146	5532	5753	2945
MIAMI	2557	4110	3954	3378	5256	3862	3535	6229	3129		3863	3625	5662	3544	6552	6835	3252
NEW YORK	3062	2336	3172	2638	4843	2826	4483	6529	3528	3907		2179	6041	3295	6656	6265	2326
PHILADELPHIA	2861	2348	3015	2498	4576	2686	4232	6364	3265	3668	2179		5868	3077	6537	6385	2137
PHOENIX	4689	6144	4749	4895	2768	5105	3424	2296	4023	5662	6041	5868		4105	2743	4023	5708
ST. LOUIS	2451	3492	2376	2215	2941	2502	2827	4934	2146	3544	3295	3077	4105		5467	5467	2868
SAN FRANCISCO	6006	6677	5668	5905	3629	5929	4987		5532	6552	6656	6537	2743	5467		2900	6348
SEATTLE	6157	6558	5483	5777	3727	5798	5753	3514	5753	6835	6265	6385	4023	5467	2900		6229
WASHINGTON, DC	2566	2315	2831	2186	4412	2494	3966	6220	2945	3295	2326	2137	5708	2868	6348	6229	

Note: Charges stated in dollars, based on average move of 8,000 lbs. Excludes containers, packing and unpacking, and other charges, which may vary within the areas indicated, depending upon origin of move. It should be noted that because moving rates are calculated from the city of origin, costs between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices vary between carriers.

Source: Sales and Marketing Management survey

TABLE VI-5
Average cost of moving between selected cities